





## INTERNATIONAL NEWS

## THE MIDDLE EAST

## Mubarak voices deepening regional fears over war

By Tony Walker in Cairo

WHEN President Hosni Mubarak warned in his New Year message of the Middle East descending into a "merciless hell", it struck many observers as an uncharacteristically shrill pronouncement from the doyen Egyptian ruler.

But his advisers say the warning exactly reflects deepening concern in the presidency that the region is sliding toward war, and that unless the risks are put as starkly as possible "there is a danger that the 'logic of war' will take over, and that it will be too late to avert catastrophe".

Mr Mubarak is a relatively recent convert to the view that war would be disastrous for

the region. In the early days he made little secret of his desire to see Iraq dealt with by military means, and the sooner the better.

But as the crisis has dragged on, he, like many others, has been persuaded of the risks of a regional conflagration. And lurking in the background is always the fear that Israel may somehow become involved, with potentially disastrous consequences for pro-western Arabs.

However, despite Mr Mubarak's spirited intervention there is no sign yet of Baghdad heeding calls for compromise. Scarcely a day passes without a senior Iraqi official re-stating his country's deter-

mination to retain Kuwait in perpetuity.

Equally, Iraq's propaganda has been taking on an even more florid hue as time runs out on the UN-imposed January 15 deadline for Iraqi forces to leave Kuwait. Baghdad seems to be at pains to avoid any hint that it might be willing to compromise.

These are sombre moments in the Gulf crisis, as the clock ticks towards the UN ultimatum with no sign of progress in various mediation efforts. The faltering peace mission of the Algerian President Chadli Benjedid seems to have led nowhere.

Baghdad and Washington remain deadlocked over dates

for a meeting between President Saddam Hussein of Iraq and Mr James Baker, US secretary of state. Efforts by individual envoys, many from the east bloc, who have paraded through Baghdad appear to have run into the sand.

Attempts to promote an "Arab solution" by Arab leaders such as King Hussein of Jordan, King Hassan of Morocco and Yasir Arafat of the Palestine Liberation Organisa-

tion have come to nothing. But perhaps surprisingly while the outlook is bleak, the mood in Middle East capitals is not yet despairing.

In Cairo, the former powerful defence minister, Field Marshal Abdel Halim Abu Ghazala,

said at the weekend that he expected Iraq to withdraw from Kuwait at the "last minute". But he added he also believed President Saddam would hang on to the Romanian oil field on Kuwait's northern border, and the Wara and Bubiyan islands at the head of the Gulf "for bargaining".

Mr Ghazala's assessment reflected views of other Arab observers who expect that mediation efforts will intensify in the next 10 days in a last

gasp to avoid a war.

The former Egyptian defence minister, who got to know President Saddam well during the era of close military co-operation between Egypt and Iraq that coincided with

the Gulf war, said Arab strategists were worried about the destruction of the Iraqi military "since this will affect the balance of power in the area, especially that Iran is the big gainer... and has started buying more weapons".

Regional optimists – and their numbers are dwindling – believe Mr Saddam will cut his losses at the last minute and beat a tactical retreat, as he has done more than once in a turbulent career.

But, equally, feelings of hope are being tempered by fears that the region is slithering towards war, as was the case in the 1967 conflict with Israel that ended disastrously for the Arabs.

The former Egyptian defence minister, who got to know President Saddam well during the era of close military co-operation between Egypt and Iraq that coincided with

## Palestinians shot on anniversary of first Fatah infiltration

By Judy Matz in Jerusalem

ISRAELI troops killed four Palestinians in the occupied West Bank and Gaza Strip yesterday on the 26th anniversary of the first Fatah guerrilla group's operation against Israel.

A curfew had been placed on 1m Palestinians in the West Bank and Gaza in anticipation of disturbances. Checkpoints were set up throughout the occupied territories and all residents were barred from entering Israel.

Mr Guido de Marco, UN General Assembly president, today begins a visit to the occupied territories, where he will meet Palestinian refugees. The visit is in response to the October 8 killings of 18 Palestinians on the Temple Mount by Israeli police.

The Israeli army has been bolstering its forces in the West Bank and Gaza Strip over the past few days, fearing an outbreak of violence on Fatah Day.

On January 1, 1965, Fatah infiltrators from Jordan placed a bomb on an Israeli canal, but it was discovered before it exploded. The anniversary of that date has generally been

marked by Palestinian rioting and violence.

A police chief said yesterday his forces were on alert against the threat of guerrilla actions on the anniversary date.

On Monday, a Palestinian woman from Bethlehem blew herself up with a bomb she had been preparing in Jerusalem's Jewish market-place. Police said she had intended to plant the bomb in a fruit and vegetable basket in the midst of the crowded market.

Mr Roni Milo, police minister, warned yesterday that Palestinian guerrillas who undertook such attacks would receive the death penalty.

"Our position is that terrorists who come to harm our innocent citizens, to kill and murder us, must know that if they don't blow themselves up with the bomb, we will see to it that in any event they won't come out alive."

On Saturday, Israeli troops shot dead four Palestinians in Gaza, in a day of widespread clashes. The army clamped a curfew on most of Gaza the following day to prevent further violence.

## Iran awarded FFr940m in uranium contract dispute

IRAN has been awarded a FFr940m (295m) court judgment against France by a Geneva tribunal, in the long-running dispute between the two countries over a uranium-enrichment contract dating back to the 1970s, writes Ian Davidson in Paris.

However, the award handed down by the arbitration tribunal of the International Chamber of Commerce in Geneva covers only a small part of the disputed sum of money involved in the contract, which had been concluded by the Shah of Iran and repudiated after his overthrow by the new regime of Ayatollah Khomeini.

Since September 1988 the two governments have professed their shared desire to restore good relations and settle the disagreement by negotiation, but recent talks have

failed to make progress. The dispute started by the Geneva judgment concerns a loan made by the government of the Shah in 1977 as advance financing for the supply of enriched uranium by Eurodif, which operates the uranium enrichment facility at Tricastin.

The other outstanding dispute concerns the much larger loan of \$1bn (550m) from the Iranian government to the French Atomic Energy Commissariat (CEA), in connection with contracts for the construction of nuclear power plants.

The French government has already repaid \$38m of this loan, but the two sides continue to disagree over calculations of capital and interest, and therefore over the total amount remaining to be paid.

## Nato to consider Turkish call for air cover

By David Marsh in Bonn

NATO ambassadors meet in Brussels today to consider Turkey's request for alliance air support to guard the country's south-east against potential aggression from Iraq.

Turkey has requested deployment of the air component of the Allied Mobile Force (AMF), consisting of three squadrons of fighters from Germany, Belgium and Italy.

Officials in Bonn say Nato believes deployment of roughly 50 aircraft from the three countries would be a political signal to underline solidarity with Turkey as the military build-up in the Gulf continues.

Turkey said at the weekend

it would not use the Nato force to launch an attack against Iraq.

Mr Hans-Dietrich Genscher, Germany's foreign minister, is taking a deliberately cautious line over the Turkish request. This reflects Bonn's reluctance to be drawn directly into any military confrontation with Iraq.

None the less, Germany is unlikely to obstruct Turkey's call for reinforcements. Mr Helmut Kohl, the Chancellor, has repeatedly emphasised Germany's wish to stand up and be counted alongside the US over the Gulf crisis.

Despite strong German pub-

lic opinion that the country's involvement in a Gulf war would be undesirable, the German air force sent eight fighters to Turkey last week to explore the technical details of deploying German aircraft.

Defense Ministry officials in Bonn said yesterday the German component of the AMF comprised 18 ageing Alphajet fighters. Personnel for the squadron, including ground back-up, would total between 200 and 300 men, accompanied by an air force transport aircraft.

The Social Democratic opposition in Bonn, meanwhile, said that Germany's constitution and the Nato treaty required parliamentary approval before German forces could be sent into action.

## Gulf crisis forces Saudi Arabia to delay budget

By Mark Nicholson

SAUDI ARABIA has delayed the announcement of its 1991 budget, usually unveiled after a New Year's Eve cabinet meeting, due to the cost of the Gulf crisis and uncertainty over world oil markets.

The official Saudi press agency reported that the cabinet decided to extend last year's budget for as long as necessary to cope with the present crisis.

The agency's statement said the government could not forecast oil incomes in 1991, because of difficulties in estimating both Saudi production levels and world prices.

Saudi Arabia is the world's largest oil exporter, depending on the commodity for 60 per cent of its revenues.

The statement also said the kingdom had spent more than it had earned from higher oil revenues and production during 1990.

The Iraqi invasion of Kuwait and its threat to Saudi territory led to the concentration of financial resources to face this emergency situation by strengthening our military capabilities, supporting public services and additional expenditure on brotherly and friendly forces," it said.

Gulf economists say Saudi Arabia has raised oil production to an average of 7.8m b/d since the crisis, from 5.78m b/d in the first seven months of 1990, to help offset a shortfall of 4m b/d in world sup-

portive bilateral military co-operation.

There is speculation in Bonn that the Nato ambassadors could accede to the Turkish request for deployment as a purely political gesture, but would stop short of making the committed aircraft operational.

A further Nato decision

would thus be needed before the squadron could be sent into action.

The Social Democratic opposition

in Bonn, meanwhile, said that Germany's constitution and the Nato treaty required parliamentary approval before German forces could be sent into action.

A young exile raises the Kuwaiti flag and gives a victory sign to almost 2,000 of her countrymen who had gathered at the Giza pyramids in Cairo to mark the new year.

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## INTERNATIONAL NEWS

## Somali guerrillas claim president trapped in capital

SOMALI rebels battling to oust President Mohamed Siad Barre said yesterday the president was trapped in an underground military bunker while heavy fighting raged around him. Reuters reports from Nairobi.

Regular communications with Mogadishu, the capital, have been cut and it is unclear how much of the city is in the hands of the rebels.

A United Nations aircraft flew 10 UN aid workers from Mogadishu to safety in Nairobi yesterday and another UN aircraft will try to fly out 10 more UN workers today.

Italy is sending air force transport aircraft to Nairobi, where they will await a truce before flying on to Mogadishu to pick up Italians and other foreigners.

The United Somali Congress (USC), one of the main rebel groups, said in a statement from its London office: "Siad Barre cannot escape under any circumstances."

"All of Mogadishu, with the exception of the former home of General Siad Barre in the former military airport known as Avisazione, is in the hands of the USC."

The statement said Mr Siad Barre, who has ruled for 21 years, was in a reinforced military bunker, defended by tanks and artillery manned by loyal troops.

The USC controlled the area around the bunker in the south of the city, including the civilian airport, the adjacent Halane military camp and the main streets leading into Mogadishu, it said.

But Mr Ahmed Mohamed Aide Qayeb, foreign minister, who is out of the country on a trip to Qatar, denied in an interview with the BBC that

## Babangida offers modest boost to a shaky economy

William Keeling on the budget in the run-up to civilian rule

**N**IGERIA'S 1991 budget bears the hallmarks of one of Africa's most adroit political leaders, offering the prospect of a modest boost to the economy in a year that will be critical to the planned transition to civilian rule in 1992.

Since winning office in a coup some five years ago, President Ibrahim Babangida has pursued an economic and political balancing act, implementing radical economic reforms while at the same time setting in train a process which culminates in presidential elections in October next year.

Expected cuts in interest

in mind when drawing up the budget.

Its two most critical steps are the decision to impose an interest rate regime on the banking sector in order to bring down the cost of borrowing, and the 26 per cent increase in the funding of the central bank's foreign exchange auction to \$5.4bn in 1991, as a means of stimulating the private sector.

It was not the intention of government to "return to a regime of rigid interest rate control", said the president, but under new central bank guidelines bank lending rates are expected to "decline to an average of 20-21 per cent".

Commercial interest rates hovered around 30 per cent throughout last year.

But hopes of an oil bonanza — oil accounts for over 90 per cent of export earnings — were dampened by the president, who warned against the "erroneous impression that... a large reservoir of financial windfall has accrued, as a result of higher oil earnings".

Although foreign exchange reserves more than doubled last year to over \$30bn, the president said that the economy remained hampered by "seemingly intractable large fiscal deficits by government" and the "inability of non-oil exports to make significant foreign exchange".

Revenue projections for oil in 1991 have discounted the effect of the Gulf crisis and have been calculated using the production quota and benchmark dollar price of \$32 previously agreed by Opec countries.

But the government has highlighted projects which will benefit from the additional revenue accrued. These include the steel sector — at the heart of which is the multi-billion dollar Alajokuta steel plant — and the continuing construction of a new federal capital at Abuja.

The rate of inflation for 1991 is projected to be no higher than 8 per cent. Inflation is currently around 15 per cent, down significantly from a high of over 50 per cent in 1989. But placing upward pressure on inflation are the prospect of restricted food supplies and the acceptance by the government to a raising of the minimum wage to \$2 a month.

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This combination of food shortages and political disillusion could make 1991 the president's most testing year. Presumably his advisers had this

## China's leadership sticks with socialist orthodoxy

Ruling élite distances itself from reforms of two years ago but reveals little detail. Peter Ellingsen reports

**C**HINA will stick with orthodox socialism and play down the role of economic reform, a meeting of the country's top leaders has decided.

The long-awaited seventh plenum of the Communist Party's ruling elite ended on Sunday night with a strong endorsement of conservative policies, and a rebuff to progressives.

The meeting — delayed for several months because of bitter divisions between central authorities and the more liberal provinces — was a victory for hardliners in a language reminiscent of the doctrinaire 1970s, the party's central committee distanced itself from the reforms of two years ago, and outlined a five-year plan and a 10-year economic blueprint that emphasises socialistic ideology.

Asserting that socialism would make China "strong" and its people "rich", the meeting turned its back on eastern European style reforms, claiming that under the continued dominance of the party, "China will withstand every kind of storm and score even more

brilliant achievements".

Socialism had been "improved", the leaders said, adding they would move the country into a second, "pivotal" stage of the doctrinaire 1970s, the party's central committee distanced itself from the reforms of two years ago, and outlined a five-year plan and a 10-year economic blueprint that emphasises socialistic ideology.

Painting an optimistic picture of progress, the meeting said China's 1990 gross national product would be quadrupled by the end of the century, allowing people to go "from just having enough to eat and wear to a state of leading a fairly comfortable life".

There would be "ample means of subsistence, significantly improved dwellings, more colourful cultural life and improved health and social ser-

vices". Leaders talked of better education and made clear their determination to resist calls for a radical overhaul of the economy by outlining an "economic structure" which "suits the growth of the socialist planned economy, based on public ownership".

Analysts said the plenum's decisions were more hardline than expected, and did not contain much detail on actual policies. "It is tougher than we anticipated and its does not reflect the economic debate that has recently been going on," one source said.

"It seems they have not yet got a plan in detail, only a draft position, and there is still a lot of thrashing out to be done before the five-year plan is com-

pleted. I expect the meeting's broad outline will be subject to further haggling before it goes to the National People's Congress in March."

A statement issued after the meeting side-stepped the controversial issue of how much autonomy should be given to provinces, most of which favour a more radical pace of economic reform than the central government.

"It is necessary to handle properly the relations between the central and local authorities", the plenum said, leaving it up to commentary in the official China Daily to make clear the dilemma.

The irrational division of revenues between the central and local authorities, remaining unresolved as the new year begins," the paper stated, adding that "the correction of such an irrational division" would help reduce the budget deficit, estimated to be much more than the projected \$2bn.

While the plenum has not settled detailed questions of policy, it has given an outline that will be binding on government departments and prov-

inces. Leaders, as expected, decided to give priority to agriculture, which was last year's success story, industry infrastructure, and defence.

"Along with economic development, the modernisation of national defence should be stepped up," the meeting said. Leaders said they would "push forward" economic reform and the open door policy but, while mentioning in passing price deregulation, details were not supplied. Similarly, there was talk of revitalising China's state-run enterprises, with reforms in banking, tax, investment and wages, but no hard-line measures.

The positive things in the economy have come from reform, but now, with Zhao Ziyang, sacked party chief, out of the way, there is no will to go on in this direction," one diplomat said.

"It is a return to old ideas and language — self-reliance, class struggle — and little else. Politically, it's still unstable, with reform's economic gains under Zhao subsumed under primary stage socialism."

## NEWS IN BRIEF

### C Itoh to join Exxon in Sakhalin oil search

C Itoh and Exxon Corp have agreed to conduct a joint feasibility study on the development of oil and gas resources on the Soviet Far East island of Sakhalin, a Tokyo business daily reported yesterday. Reuters reports from Tokyo.

The two companies recently reached a basic agreement to conduct a joint development study, said the Nihon Keizai Shimbun daily, Japan's largest business daily.

The plan will be formally proposed to the Soviet government during a Soviet-Japan economic meeting scheduled in Tokyo for late January, it said.

### China shifts oil from north-west

China began shipping crude oil yesterday by railway from the Tarim Basin in north-western area believed to hold some of the world's largest unexplored reserves. AP writes from Peking. The official Xinhua News Agency reported that 1,800 tons of crude oil from the basin in the remote Xinjiang Uygur Autonomous Region was being shipped to refineries by railway.

Oil industry experts have said large-scale commercial projects in the north-west would require construction of a 2,200-mile pipeline costing up to \$600. Some 70 to 80 per cent of China's current oil output comes from aging oil fields in the north-east where production is starting to decline.

### Pakistan alcohol dismissal urged

Mr Benazir Bhutto, Pakistan's opposition leader, called for the dismissal of Jam Sadiq Ali, the chief minister of Sindh province, after he admitted drinking alcohol in violation of the country's Islamic laws, Reuters reports from Islamabad.

Other opposition deputies said during a brief debate in the National Assembly on Tuesday that Mr Ali, a bitter opponent of Mr Bhutto, should be floored in accordance with Shariat laws.

One newspaper quoted Mr Ali saying: "I don't care a fig for any law. Allah is merciful and He would have mercy on me. I have a lot of pressure of work."

"I drink, but remain in my senses all the time," he told the newspaper.

### Sri Lanka truce tested

Sri Lankan government troops have been ordered to stop all offensives against Tamil rebels to test the guerrillas' offer of a new year's truce, military officials said yesterday, agencies report from Colombo.

No trouble has been reported since midnight on Monday when the Tamil Tigers had said they would start an unconditional and indefinite ceasefire in their seven-year-old separatist war.

### Zaire invites UN observers

President Mobutu Sese Seko of Zaire has invited the United Nations Human Rights Commission to the trial of officials held responsible for violence last May at Lubumbashi University, the state news agency Azap said yesterday. Reuters reports from Brussels.

"Zaire has nothing to hide," Mr Mobutu said according to Azap, monitored by the Belgian news agency Belga.

A parliamentary commission last week said only one student was killed in violence on the campus at Lubumbashi, the Shaba capital, on the night of May 11. Opposition groups claim up to 150 students were killed by elite troops flown in from Kinshasa.

### Ershad party to enter elections

The political party founded by Gen Hossain Mohammad Ershad, Bangladesh's ousted president, said yesterday it was preparing to contest parliamentary elections due on February 27, Reuters reports from Dhaka. The Jatiya party said in a statement the decision was taken at a meeting chaired by Mizanur Rahman Chowdhury on the fifth anniversary of the founding of the party. Mr Chowdhury, a former prime minister, is acting as party chairman for Gen Ershad who resigned on December 6 following a violent campaign by opposition parties and students.

### Tokyo calls require extra digit

Telephone calls to seven-digit numbers in Tokyo now require an extra digit to be dialed, as from yesterday, January 1. International calls which began with the country and area code 813 should now begin with 8133.

## Small banks in Japan tout for business

By Emiko Terazono in Tokyo

IMAGINE walking into your friendly bank on a Saturday afternoon and finding a flamboyantly dressed woman behind the counter reading customers' horoscopes. Last

Mr Kaifu said he would continue efforts to boost international peace and prosperity.

He singled out President Mikhail Gorbachev's scheduled visit to Japan next April, declaring: "In Japan-Soviet relations, the resolution of the territorial issues and establishment of a peace treaty is important."

"I plan to appeal for a decision when Mr Gorbachev comes for the planned April visit," he said. Japan has said that it cannot conclude a peace treaty until

Moscow ends its post-war occupation of four small islands off Hokkaido.

Mr Kaifu said strengthening the "global partnership" with the US would also help to create a new world order.

President George Bush is set to visit Japan before Mr Gorbachev's trip, but no

date has been set.

● Japanese crowded shrines yesterday to pray for a year of good luck. Worshippers sheltering under umbrellas (pictured above) waited their turn to go under a rope held by security men, controlling access to an inner shrine at Kamakura.

### Horoscopes, blood pressure tests and a bank called Tomato

By Emiko Terazono in Tokyo

deposit interest rates in the past couple of years has forced financial institutions to compete more vigorously for personal savings and a variety of new instruments have appeared.

This may be good for the customer, but it is especially hard on the smaller regional and *shinkin* (credit) association banks which do not have the means to keep up with the deals offered by the city banks and other large financial institutions.

These unusual moves are all part of a fierce battle going on among banks in Japan to attract retail customers. The rapid pace of deregulation of

deposits to young people, a group which has lots of money but not much idea of what to do with it.

It caught on immediately, so much so that reservations for a free 15-minute consultation must be made two weeks in advance. Mr Tomi said that registrations for "Windy", a newly designed credit and cash dispenser card aimed to appeal to women, have increased since its introduction.

Kansai Shinkin is not the first bank in Japan to draw attention to itself through unusual marketing practices. Last year, Sanyo Sogo Bank in Okayama started many by changing its name to Tomato Bank when it converted from a

mutual savings and loan bank to a second-tier regional bank.

However, deposits surged 26.3 per cent to Y58.3bn (\$2.3bn) in the year ending March 30 this year, while the number of depositors increased by 107,000, four times the previous rate of growth.

A Tomato Bank official says that the new name reflected the bank's new retail orientation. The bank has even changed its original plan to open a branch in Tokyo dedicated to wholesale business and has opened a retail branch there instead. "We decided to stick to individual customers after a flood of telephone inquiries about the Tokyo branch," the official said.

### Tokyo 'softens stand' in row with Moscow

By Emiko Terazono in Tokyo

JAPAN will soften its conditions for normalisation ties with Moscow, agreeing to the initial return of only two of the four islands seized by Soviet troops at the end of the Second World War, according to the Yomiuri Shimbun newspaper yesterday, Reuters reports from Tokyo.

Japan, which had insisted all four islands be returned together, will modify its demands to ease negotiations on a peace treaty and to prepare for Soviet President Mikhail Gorbachev's visit to Tokyo in April, the report said.

In return for a compromise on the territorial dispute, Japan will offer the Soviet Union help needed economic aid, it added.

A foreign ministry official claimed there had been no change in policy on the territorial dispute.

Moscow says the wartime Yalta agreement gave it control of all the Kurile Islands in the north Pacific. Japan maintains the disputed islands are not part of the Kurile chain.

Francis Ghilès on how the language question is again dividing political forces

**L**AST Thursday saw the largest demonstration in Algiers since the bloody riots of October 1988 brought more than 100,000 people on to the streets.

Led by Mr Hocine Alt Ahmed, one of the heroes of Algeria's war of independence and chairman of the country's most influential secular party, the Front des Forces Socialistes (FFS), protesters chanted "No to rampant fascism", and "No to Arabisation".

They were protesting at the pace of "Arabisation" was particularly keenly felt among those whose mother tongue was Berber. They saw no reason why the two languages could not co-exist. Until the middle 1980s most expressions of Berber culture in the native culture of the region, were banned.

Resentment at the pace of "Arabisation" was particularly keenly felt among those whose mother tongue was Berber. They saw no reason why the two languages could not co-exist. Until the middle 1980s most expressions of Berber culture in the native culture of the region, were banned.

At independence in 1962, 90 per cent of Algerians were illiterate. In an effort to help their countrymen regain their culture, President Ahmed Ben Bella and his successor, Col-

nel Houari Boumedienne sought to "Arabise" education.

By the mid-1980s they had almost achieved their goal but at a price.

The standard of Arabic learned by young Algerians is often rudimentary; teachers were recruited from Syria and Egypt, and they teach a form of Middle East Arabic which has little meaning for natives of North Africa, where the Arabic tongue is traditionally mixed with Berber and French. The teachers have also turned out to have strongly fundamentalist sympathies.

'Good public service not simply a matter of money' ■ 'Politicians should not preach' ■ 'Thrift is a Tory virtue'

# Lamont says there is no question of a slump

**Y**OU HAVE been chancellor for just over a month. What are your goals?

For the present, my overriding priority is to get inflation down, and that will remain the main object of macro-economic policy and particularly monetary policy. But, in the longer term, economic policy must have other goals as well, such as increasing the sustainable growth rate of the economy and thus improving living standards and public services.

Although you have been in the Treasury for many years – as financial secretary and chief secretary before becoming chancellor – you are something of an unknown quantity beyond Westminister and Whitehall. How would you characterize your views on economic policy?

My views are essentially "social market" which involves sound money, limited but effective government, and leaving markets free to operate elsewhere in the economy. But as Erhard (Ludwig Erhard, architect of the post-war German economic miracle) said, "we ought to emphasise the 'social' as well as the 'market'". There is no conflict between market forces as the main motor power of the economy and decent public services or the relief of poverty.

Who or what has most influenced your views on economic policy and how?

Events have played a large part in shaping my views. It was my experience in the City in the late 1960s and 1970s that brought home to me – what now seems obvious – that getting inflation down was the prerequisite for everything else and that inflation was a disease of money. Many individuals in politics have influenced me. During the 1970s the arguments of Keith Joseph made a deep impression on me. Among economists, again I have been influenced by many, but I might pick out Hayek, Friedman's Capitalism and Freedom and Samuel Brittan's Capitalism and the Permissive Society. No one interested in economic issues in this century can say they are not influenced by Keynes, who was a great man, although I do accept much of the critique of his ideas were applied.

The recession in Britain seems much more serious than thought even a month ago. What would you advise companies and individuals to do in these difficult times?

I know that business is currently having a rough time. And as I said in the House of Commons, it is always difficult to predict precisely when the turning point will come and growth will resume. But what is clear from past experience is that we can expect growth to pick up again once we have seen a marked reduction in inflation. And it is becoming clear that inflation is now falling.

We are already well into the downturn and productivity has grown faster than in Germany, France and Italy – our best performance since the war. And over the last decade our inflation rate has averaged just under 8 per cent. With inflation now set to fall sharply, we can look forward again to building on that performance.

John Major as Chancellor was much more worried about Britain's large current account deficit than Mr Lawson. Does the deficit cause you concern, given that many forecasters believe it could start to rise again in 1992 after falling in 1990 and 1991?

Certainly the growth of our current account deficit was a sign that demand was growing at an unsustainable rate and we needed to bring it down. Our manufacturing trade position has already improved. In the latest three months we had a deficit of \$1.2 billion – about a third of the deficit in the corresponding period last year. And our non-visible trade deficit is narrowing quite rapidly.

But I believe Nigel Lawson was right to point out that with the development of international financial markets, current account imbalances are the inescapable

ing Street with your hands largely tied, given that a general election has to be fought in the next 18 months and much control over monetary policy has been transferred to the Bundesbank through British membership of the exchange rate mechanism of the European Monetary System?

Of course it is not true to say that in the ERM governments have no control over their domestic monetary policy. But membership does impose a discipline, and we have accepted that deliberately. Some people, including some who backed ERM entry, are all too ready to duck out of paying the necessary price for getting in.

Your predecessor as chancellor promised that he would "not play politics with the economy". Are you prepared to accept the tough economic disciplines imposed by the ERM even though they could weaken your government's chances of winning the general election that has to be fought by the middle of 1992?

What would really destroy the Conservative party's electoral prospects would be failing to get inflation down. In any event I have always believed that steering macroeconomic policy for political ends is impractical. It is impossible to fine-tune the economy with such a degree of precision, and attempts to do so usually end up making things worse. And anyway it would be irresponsible to try.

Industry has been complaining that the DMS 95 central rate at which we entered the ERM is too high. Would you be sympathetic to setting the rate at a lower level, perhaps in connection with a move to the narrower 2.25 per cent fluctuation margin or a general realignment of parities in the EMS?

No. You admitted shortly after taking office that Britain is in recession. The UK has the highest inflation rate of the Group of Seven countries. The same party has been in power for 11 years. Does the government accept that it has badly mismanaged the economy of this country?

The success of governments in managing the economy should be judged not by short-term fluctuations but by the economy's performance over a number of years. The current downturn follows a decade in which UK output, investment

## The chancellor answers questions from the Financial Times

and productivity has grown faster than in Germany, France and Italy – our best performance since the war. And over the last decade our inflation rate has averaged just under 8 per cent. With inflation now set to fall sharply, we can look forward again to building on that performance.

Interest rates must obviously be set at a level that is consistent with our ERM obligations. But I do not think it necessarily follows that all ERM members must adopt the same techniques of monetary policy. I think you would be astonished if I took up your invitation to speculate on the size, timing, or frequency of future interest rate changes!

Is it still the government's goal to reduce the basic rate of income tax to 20 pence in the pound? How does this rank alongside other policy goals?

Yes, of course, but only when it is prudent to do so.

How do you feel about the prospect of the government becoming a borrower again?

My objective is to balance the budget over the medium term, not in every single year. If damaging and destabilising tax changes are to be avoided, this could mean moving into modest deficit when output is

counterpart to flows of capital, and that deficits are more likely to persist and to be financed than in the past.

Borrowing in the UK by companies and individuals has risen very sharply to record levels in recent years. Financing the debt is causing real pain in many parts of the economy and there are also fears of a credit crunch as the banks retrace. Isn't all this going to make economic recovery from the present recession all the more difficult?

Of course the main cause of the inflationary pressures we have seen was the growth of borrowing in recent years by companies and individuals, and lending by the banking sector. Adjustment is already under way but it is bound to be a painful process.

High levels of debt rather fly in the face of traditional Tory ideas of the virtue of thrift. The last budget introduced incentives to boost savings. Do you see a need for further government action to encourage savings?

Thrift is certainly a Tory virtue, although there is of course nothing wrong about borrowing per se, for example, companies borrowing to finance profitable investment. Tomorrow sees the launch of TESSAs, which were announced by John Major in his budget earlier last year and which should encourage small investors to make regular savings over longer periods. And April will see the end of composite rate tax on non-taxpayers' savings. You would not expect me to say anything further in answer to your question so close to the budget.

Tax relief on mortgage interest payments has been blamed for distorting savings and investment patterns and making management of the economy much more difficult. Are you sympathetic to the idea of scrapping or modifying such tax relief?

Encouragement of home ownership has been a major objective of this government's policy. Nearly 68 per cent of the housing stock now consists of owner-occupied dwellings; an increase of almost 4 million since 1979.

But the impact of mortgage interest relief should not be over-stated. As a result of holding the cash level of the ceiling at £30,000 and bringing down the rates of tax to 25 per cent and 40 per cent, the importance of the relief for the average house buyer has already fallen considerably over the 1980s.

What indicators do you look at when considering whether or not to change interest rates?

Interest rate decisions will continue to be taken to create domestic monetary conditions which reduce inflation. This will be within the overriding framework of the Exchange Rate Mechanism. We have accepted, and we do accept, the discipline of the Exchange Rate Mechanism.

Now that we are in the ERM isn't there a case for modifying the techniques of monetary policy. For example, why not adopt a more flexible approach to interest rate changes by having smaller, less dramatic moves in rates, much as the French do?

Interest rates must obviously be set at a level that is consistent with our ERM obligations. But I do not think it necessarily follows that all ERM members must adopt the same techniques of monetary policy. I think you would be astonished if I took up your invitation to speculate on the size, timing, or frequency of future interest rate changes!

Is it still the government's goal to reduce the basic rate of income tax to 20 pence in the pound? How does this rank alongside other policy goals?

Yes, of course, but only when it is prudent to do so.

How do you feel about the prospect of the government becoming a borrower again?

My objective is to balance the budget over the medium term, not in every single year. If damaging and destabilising tax changes are to be avoided, this could mean moving into modest deficit when output is

below trend, and modest surplus when output is above trend. I see nothing wrong with this; indeed such variations in the budget balance have a valuable role to play in stabilising the economy.

Mr Lawson, when he was Chancellor, put forward plans for an independent Bank of England. Will you?

I have no plans to do so. Both the government and the Bank are firmly committed to the overriding objective of getting inflation down. That seems to me much the most important point, and I do not see a need for a change in the Bank's status to secure this. Whatever the pros and cons of the argument about an independent central bank, it seems to me that we have already reinforced our policies with an independent discipline by joining the ERM.

But countries with independent central banks seem better able to deal with inflation?

Low inflation is achieved by pursuing a firm monetary policy, and I do not think there is any simple relationship between a

central bank's statutory position and its inflation performance. The success of the Bundesbank in this respect may reflect German monetary history more than precise institutional arrangements. There are countries with independent banks which have been far less successful on inflation. And there are countries such as Japan which has a good inflation record despite having one of the least independent central banks.

You will soon be putting Britain's plans for the "hard Ecu" and the European Monetary Fund into the precise legal language that is necessary for them to be considered and possibly adopted as part of the European Community's programme for economic and monetary union. Will this be the occasion for any change in the substance of these proposals, and if so what would that entail?

Our proposals for a new common Community currency – the hard Ecu – and a new monetary institution – the European Monetary Fund – were first outlined in John Major's speech of 20 June 1990 to the German Industry Forum, and we have pro-

vided further detail in subsequent speeches and articles. What we intend to do now is to set out detailed proposals for the main legal texts designed to put the scheme into effect, in order to facilitate their early consideration at the EMU IGC. So we have been engaged in a continuous process of refining and developing our proposals. But there is no fundamental change of substance – we are still putting forward an approach based on the hard Ecu and the ECU, which concentrates on the next practical steps, promotes convergence in an anti-inflationary way, and allows all 12 member states to move forward together.

Won't Britain have to accept at least the goal of a single European currency if it is to have any influence over the Inter-governmental Conference?

I have made it perfectly clear that, under our proposals, the hard Ecu could evolve into a single currency, if peoples and governments so chose. But it is also clear that that is not a decision we need to take now. I do not think that we are alone in the Community in the view that we need to concentrate now on the next practical steps, ones that will allow all 12 member states to move forward together. So we're looking forward to negotiating constructively with our Community partners, and I hope to reach an agreement that is acceptable to everybody.

Could you still make the same speech that you made to the Bruges Group in November in which you took a strong line against an EC single currency? Or is the position now so different that you would have to make a different speech?

The speech I made was wholly in accordance with government policy, and our policy has not changed. I expressed concern and scepticism about the political developments that might grow from an integrated monetary union, rather than one that was market driven and evolutionary, which is the British position. This would certainly make the speech again but if I was making it today I would add a section to make clear that ERM membership – which is separable from the issue of ECU – is at the centre of British economic policy.

There has been much talk of "caring Conservatism" since the change of prime minister. Mr Major has himself laid great stress on the need for a better education system and is strongly opposed to shoddy public services. Will the Lamont chancellorship see general government expenditure taking a bigger slice of the nation's economic cake?

I have no plans to do that. I too am strongly opposed to shoddy public services. There is no reason why the public sector should be a synonym for poor service. But good quality services are perfectly compatible with the fall in the share of GDP that we have achieved in the last 11 years. Don't forget that the boundaries of the public sector have been altered in that time. And good service of course is not simply a matter of money; it can be a question of management. We should always be prepared to look at public services radically and not be intimidated by producer pressure groups.

A year ago, Mr Major told us that he wanted to be remembered for low taxes, low inflation and high investment in a Britain that gives individuals the opportunities to realise their full potential irrespective of their class, sex, colour or creed. What do you want to be remembered for?

In the short run as the Chancellor who presided over a sharp reduction in inflation followed by the resumption of growth based on enterprise, I want to see Britain's commercial greatness secure and underpinned. For the longer term, what sort of country do we want to be? I very much agree with John Major's remarks about a society in which there is greater opportunity for everyone to use their abilities to the full. Britain has become more of a meritocracy but there is still further to go. I would like to contribute to that process.

## Attack launched on reliability of staff testing

By John Gapper, Labour Editor

AN ATTEMPT to prevent the misuse of psychological testing of employees was launched yesterday. The move follows criticism that there is little evidence that personality tests can measure likely success at work.

The British Psychological Society started a drive to prevent occupational tests being sent to companies which do not employ a person who is certified in the proper use of psychological tests – often known as psychometrics.

There has been a rapid growth in the use of psychometric testing by employers either as a recruitment tool or to select staff for jobs inside companies. Seventy three per cent of companies now use some form of occupational test.

The tests are intended to produce more objective results than interviews. However, personality tests were said in a recent article of *Nature*, to be flawed and open to misuse.

Support for a form of testing or certification of psychometric tests has been expressed by Mr Alistair Graham, director of the Industrial Society. The society has advised members not to place too much reliance on such tests.

The BPS said it wanted to ensure that both employers

## Plea by Major's former union

By Our Labour Editor

THE BANKING union Bifu has protested to one of its former members, Mr John Major, at being refused recognition at a building society, in spite of a vote by members of the society's staff association to merge with it.

Mr Leif Mills, Bifu general secretary, has written to the prime minister to complain at the lack of any legal mechanism for enforcement of union recognition, which has allowed the North of England Building Society to reject Bifu.

The certificate was issued in July for people who have completed an approved training course or are already registered with one of the big publishers of psychometrics.

The society yesterday published a statement of good practice.

To be eligible for the certificate, people will have to be approved by a chartered psychologist. They will be assessed in 97 elements of competence in seven areas, including confidentiality and reliability.

In the *Nature* article, Mr Steve Blinkhorn and Mr Charles Johnson, both directors of Psychometric Research and Development, said the hypotheses on which some tests are based were misused in a "scandalous" manner.

They said a review of technical literature suggested that tests had little predictive power, and many of the results were well within the bounds of what a chance selection process might produce.

Bifu when he worked at Standard Chartered Bank.

Bifu has faced difficulty since its inception in competing with staff associations encouraged by financial services companies. The big clearing banks formed staff associations before the Second World War when faced with unionisation.

The North of England Building Society, which has about 500 staff, refused to recognise Bifu when its staff association notified it of the merger. Members of the association voted by 75 per cent to 24 per cent to merge with Bifu.

Mr Leif Mills, Bifu general secretary, has written to the prime minister to complain at the lack of any legal mechanism for enforcement of union recognition, which has allowed the North of England Building Society to reject Bifu.

The refusal of the building society to allow its staff association to join Bifu has led to attempts by some members of staff to form a new association. Mr Major was a member of

services union at the housing directorate of an inner London local authority.

However, leaders of the MSF general technical union at an insurance company in central London, and of the public services union Nupse at a group of hospitals in north-east London, both failed to involve and represent members.

The study concludes that the main reason was the attitude of local union officials towards members rather than the policies of national union leaderships. In all cases, national leadership tried to foster better involvement.

The study's authors argue that a "vicious circle" can be

## Local union democracy studied

By Our Labour Staff

LOCAL UNION leaders in local government and engineering workplaces may represent their members' views far better than those in other sectors, including health and financial services, according to a study of union democracy.

The other workplaces studied were the paint, trim and assembly plant of a car maker on the outskirts of London and a complex of small marine and avionics equipment manufacturing plants in south London.

*Local Trade Unionists in Action: Patterns of Union Democracy*, by Patricia Fosh and Sheila Cohen, in *Trade Unions and Their Members*, edited by Patricia Fosh and Edmund Heery, Macmillan, £40.

## Fair trading chief urged to quit

By Richard Lapper

THE Institute of Insurance Brokers yesterday called for the resignation of Sir Gordon Morris, director general of fair trading, in the dispute over a proposed boycott of General Accident, the insurance company.

The call came amid indications that smaller insurance brokers may be preparing to defy last month's order by the Restrictive Practices Court outlawing their planned boycott of General Accident.

The Restrictive Practices Court ruled shortly before Christmas that a proposed boycott by brokers would be

unlawful and granted an interim order to Sir Gordon.

The institute had called for a boycott in protest at the company's refusal to end its agreements to co-operate with schemes allowing motor manufacturers to offer "free insurance" to buyers of new cars.

GA underwrote a package for Ford which ended in September, but has refused to give any undertaking that it will desist from writing similar schemes in future.

## UK NEWS

## Home loans institutions hold talks

By David Barchard

**CHELTENHAM & Gloucester (C&G)**, the sixth largest UK home loans and savings institutions, is discussing a merger with **Portsmouth Building Society**.

Mr John King, chief executive of Portsmouth, which has assets of £750m, commented on New Year's Eve that the talks with C&G were "under way. No decision has yet been taken," he said.

C&G, based in western England, during the last three years has climbed into the upper ranks of the building society hierarchy through a succession of aggressive takeovers. In the last two and a half years, the C&G has taken over seven home loans and savings institutions, known in the UK as building societies.

Last year it launched the first ever contested bid between two societies when it unsuccessfully challenged **Stroud & Swindon**, another west of England institution, to take over the small Filton Selwood building society.

## 1960 CABINET PAPERS

## Documents reveal France as focus of concern

By John Authers

THIRTY years ago, it was France, and not Germany, which was the leading European power and the focus of British suspicions.

Last year Mr Nicholas Ridley, the former trade and industry secretary, made comparisons between Helmut Kohl and Adolf Hitler. But in 1960, a Foreign Office memo was far more concerned about the danger of a "Louis XIV plan" by France, then led by General de Gaulle, to dominate the EC.

Such British attitudes to Europe three decades ago have only just emerged from cabinet papers released under legislation ensuring the secrecy of cabinet documents for 30 years.

Mr Derick Heathcoat Amory, then chancellor of the exchequer, said a decision to enter the European Community would be "a political act with economic consequences", not the other way around.

If Britain stayed out, our political influence in Europe

British recession leads to 35% increase in company bankruptcy and liquidation

## Business failures hit 10-year high

By Peter Marsh, Economics Staff

THE RECESSION led to a 35 per cent increase in business failures in England and Wales last year compared with 1989, according to figures published in London today.

The total of 24,442 companies which collapsed in 1990 was the highest during the 10 years the figures have been published by **Dun & Bradstreet**, the business information company.

The latest results confirm the impact on the corporate sector of the rapid decline in consumer and business demand in the UK over the past six months.

They show that company failures — liquidations plus bankruptcies — are running at more than twice the level of 1980, the first full year of Mrs Thatcher's first Conservative government.

The number of collapses in 1990 was 10,651. The figure rose steadily in the early 1980s to reach 21,689 in 1984. In 1989, 18,163 businesses went under.

The weak economies of many other European nations

Business Failures in England and Wales			
Year	Liquidations	Bankruptcies	Total failures
1980	6,814	3,814	10,651
1981	8,227	4,976	13,203
1982	11,131	5,436	16,567
1983	12,486	6,821	19,307
1984	13,647	6,035	21,689
1985	14,993	6,991	20,943
1986	13,689	6,781	17,406
1987	10,644	7,286	16,932
1988	9,276	7,966	18,163
1989	10,197	7,966	18,163
1990	13,611	10,651	24,442

Source: Dun &amp; Bradstreet

and the US, have reduced the export prospects for many British companies, which have also been hit by slowing UK demand.

The UK's high interest rates have also pushed up borrowing costs. As companies' debt has increased, many have found that their banks are unwilling to maintain lines of credit, another factor behind the increased collapses.

Last year businesses failed at a particularly high rate in southern Britain as the recession hit to the predominantly service-oriented economy around London. Northern England — the area hardest hit during the last recession of the early 1980s — was less affected.

Company collapses in these regions last year came to 2,362 and 2,678. The West Midlands, East Midlands and Wales had increases in business failures in 1990 of 35 per cent, 26 per cent and 17 per cent respectively.

London and the south-east recorded 10,997 business fail-

ures in 1990, an increase of 35 per cent on 1989. The region accounted for almost half the companies that succumbed to the recession.

The south-west, a booming area of Britain for much of the 1980s, last year suffered a 70 per cent increase in company bankruptcies and liquidations — a rate worse than for any other area. Total failures in this region came to 3,064.

East Anglia, another area in which growth has been strong, recorded 1,069 failures last year, a 52 per cent increase.

In contrast, the traditionally manufacturing-oriented areas of the north east and north west saw increases in failures of 20 per cent and 21 per cent respectively, a rate well below the national average.

Company collapses in these regions last year came to 2,362 and 2,678. The West Midlands, East Midlands and Wales had increases in business failures in 1990 of 35 per cent, 26 per cent and 17 per cent respectively.

London and the south-east recorded 10,997 business fail-

## BRITAIN IN BRIEF



## Poor year forecast for property

The commercial property market, which has just had its worst year since 1974, will get worse before it gets better, says a report by **Investment Property Databank**, an independent research body.

Mr Rupert Nabarro, IPD's managing director, said: "The severity of the slump is fast approaching that of 1974 and the most recent trends show few signs of any respite."

IPD's concern about the market stems from poor prospects for rental growth, which expected to get worse before it improves.

Sterling's weakness within the European exchange rate mechanism and the continued upward pressure this put on interest rates had dashed hopes that rental growth would bottom out in late 1990, it said.



## Wales remains buoyant

New jobs and investment in finance, engineering and electronics are helping Wales to withstand the effects of the recession much better than many other regions.

The claim was made by Dr Gwyn Jones, chairman of the Welsh Development Agency after latest figures showed manufacturing employment in Wales was still growing by 2.5 per cent compared with an overall national decline of 0.7 per cent.

More than 130 new projects in Wales created or safeguarded 15,000 jobs in 1990. Employment in financial services grew by 3,000, an increase of 4.5 per cent.

in Britain within two years, scientists have announced.

The new hope is based on research by Professor Bill Jarrett of the Veterinary School in Glasgow, who has already produced a vaccine against a similarly-caused disease found in cattle.

Campaigners for cancer research hope that a single shot of the vaccine would provide life-long protection against cancer of the cervix which kills more than 2,000 women every year in the UK.

## Betting opens on 1991 events

Coral, the British bookmakers, have begun taking bets on the political and sporting events of 1991.

The odds on a general election being called in 1991 were quoted at 4/7, with the prospect of the opposition Labour party forming a government the year out at 2/1. Betting also opened on the Wimbledon tennis championships with 6/1 on a German winning double of Graf and Becker.

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The standard forms of contract and evaluation guide lines may be inspected there as from the 2nd of January 1991. It is not possible for the records to be sent by post.

The branch establishments are to be found in the following towns and municipalities:

Berlin	1055,	Schneeglockchenstraße 26
Cottbus	7500,	Gubener Straße 24
Dresden	8010,	Budapester Straße 5
Erfurt	5010,	Bahnhofstraße 37
Frankfurt/Oder	1200,	Am Forum
Gera	6500,	Puschkinplatz 7
Halle	4010,	Alter Markt 1-2
Chemnitz	9006,	Henriettstraße 16-18
Leipzig	7010,	Friedrich-Engels-Platz 5
Magdeburg	3010,	Otto-v.-Guericke-Straße 27-28
Neubrandenburg	2000,	Lindenstraße 120
Potsdam	1581,	Am Bürohochhaus 2
Rostock	2500,	Freiligrathstraße 1
Schwerin	2750,	Karl-Marx-Straße 18
Suhl	6016,	Straße der DSF 3, PSF 220

The entire business enterprise is on sale. However, in no case will any items of property or buildings be sold. Bids are to be submitted in accordance with the guide lines to be found at the branch establishments by the 21st of January 1991 at 12.00 o'clock (noon) at the latest (the moment of receipt is decisive).

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## MANAGEMENT

New Scottish organisations have a wider role than their English counterparts, explains James Buxton

## Sweeping reform that goes beyond training

**L**ex Gold, one of the men at the centre of the web of Local Enterprise Companies (LECs) springing up in Scotland, makes a crucial point: "LECs may sound like the English TECs (training and enterprise councils) but they are actually very different; they have a far wider remit and will be much more powerful."

While the TECs, progressively being established across England, will concentrate on training, the LECs will not only handle training but also take on many of the powers for economic development of the Scottish Development Agency (SDA); these include advice and funding for businesses, property development, land reclamation and provision of factories.

The LECs are part of a sweeping reform whereby both the SDA and the Highlands and Islands Development Board are disappearing, merging with the Scottish functions of the Training Agency to form two new bodies: Scottish Enterprise in the south, and Highlands and Islands Enterprise in the north.

The structure will come into existence at a stroke next April 1. Scottish Enterprise, based in Glasgow in the old headquarters of the SDA, will be the core body for 13 LECs, and Highlands and Islands Enterprise in a further nine.

The LECs now exist in embryo, their boards headed by senior local businessmen and with private sector representatives holding at least two-thirds of the places. Scottish Enterprise's LECs recently submitted three-year plans all costing for what they intend to do. These amount to competitive bids for the LECs' share of the £320m out of the £406m Scottish Enterprise budget (the rest goes to the central body). The total budget represents no increase in real terms on the previous year's spend.

Of the £320m rather more than half is destined for training, with tight statutory strings attached, while the ex-SDA portion is more discrete.

tionary, though LECs must obtain authorisation from Scottish Enterprise for items of more than £250,000.

"Scottish Enterprise is being created in the belief that it is going to be more effective than what was being done before," says John Condiffe, the ex-SDA director who is joint managing director of the core body, along with Gold, who formerly ran the TA in Scotland. Next week their chief executive, Crawford Bevier, a Scot headhunted back from California, moves in.

Professor Neil Hood, who has left a senior post at the SDA, recently described Scottish Enterprise as "a morass of complexity" full of "tensions and uncertainties".

In Dundee, William Low, a former textile industrialist, is chairman of Scottish Enterprise Tayside, which covers the Tayside region. He is not proposing big changes in the already well-established operations of the SDA and the TA in the area, although the two bodies will move into a single new office.

"We are determined that there will be no stop-go, so the SDA will carry on here with its projects as if it were going on forever," he says. Scottish Enterprise Tayside has informed all the organisations which currently carry out training operations for it that their contracts will be renewed for 12 months from next April. Low sees the advantage of the new structure in the fact that "we understand local requirements. In the past staff were always on the train to Glasgow to get permission from the SDA to do things, or asking the bottling at TA headquarters in Sheffield".

The picture is rather different at Enterprise Ayrshire, south-west of Glasgow. Here an organisation is being created almost from scratch in an area where the SDA was never strong. A driving force is John Lord, the former TA director for the area, who is chief executive-designate. His chairman, John Hornibrook, who runs a Roche pharmaceutical plant, says: "We've gone for a single team in which hopefully people won't remember whether they are ex-SDA or ex-TA."

The merger is reflected in the management structure of the new body. Under the chief executive there are two directors of "business and human resources development", with

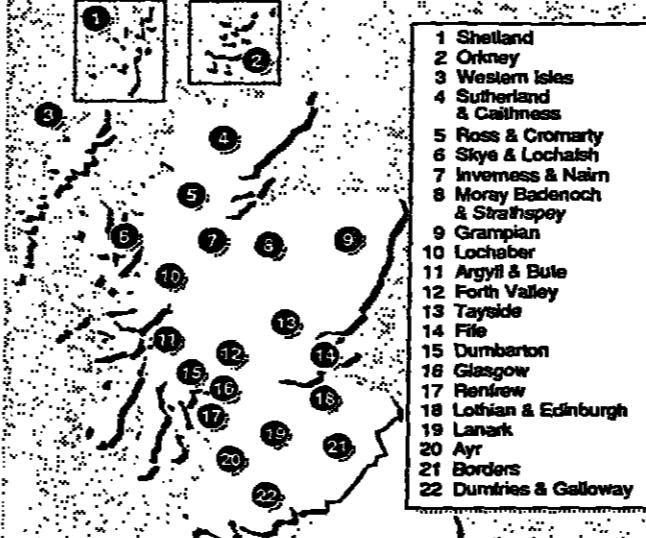
### TRAINING ON TRIAL

These are some of the main questions being asked about the initiative:

- Will the core body exercise strong central control over the LECs, or will the LECs have reasonable autonomy?
- Will the training and economic development functions genuinely be merged?
- How different will what the LECs do be from what the SDA and the TA do now?
- How much flexibility will the LECs have, especially in spending their training budgets?
- Will they have enough money for all they want to do?
- Will LECs attract private sector finance, as the government wants?

Although the Scottish Enterprise core body will retain functions such as responsibility for attracting inward investment to Scotland and

### Local enterprise companies in Scotland



heads of training and of business development reporting to them. The two directors each cover different geographical areas or industrial sectors which have yet to be decided.

Enterprise Ayrshire is terminating all contracts with organisations or companies which provide training and reassessing which of them should be re-hired. "There are some training activities giving people skills for which there is no demand in this area," says Hornibrook. "Training has got to be refocused." He sees Enterprise Ayrshire helping small companies in Ayrshire "which have started up successfully but do not grow."

In Aberdeen, Ian Wood, who runs the Wood Group, a large private company in oilfield services, is chairman of Grampian Enterprise. Unlike many areas of Scotland which have serious unemployment, parts of Grampian suffer from labour shortages. Though he feels that more should be done to help indigenous businesses exploit the oil services market, Wood sees the encouragement of diversification away from dependence on oil as a priority.

Grampian Enterprise has appointed a chief executive from outside both the SDA and the TA. Wood, who is also on the board of the SDA, plans to rationalise training, cutting the number of training providers from about 30 to about ten. He sees Grampian Enterprise as a means of co-ordinating the proliferation of economic development bodies, some run by local authorities, in the area. Almost uniquely in the Scottish Enterprise organisation Grampian Enterprise has

its own members, about 200 in all. They include companies, local authorities, colleges, trades unions and individuals.

"I don't expect much private sector money to be contributed to Grampian Enterprise, apart from membership subscriptions," says Wood. But the private sector will invest in projects alongside Grampian Enterprise. "The greatest thing that can happen is if they will invest more money in human resources in their own companies."

Now the LECs are waiting to see whether the core body approves their first year business plans and spending proposals. Wood is not alone in being worried that cuts in the training budget in line with demographic changes and falling unemployment will prevent Grampian Enterprise from doing much beyond its statutory duty to provide Youth Training and Employment Training.

At Scottish Enterprise headquarters Condiffe acknowledges that the amount of money which the LECs are seeking is far in excess of the total available, but it does not bother him. "We can say to the LECs, 'your proposals fit our overall strategy, it's up to you to prioritise them according to your budget. There will be practical reasons why not all projects will go ahead in year one or even later.'

"Year one will be difficult for Scottish Enterprise. The time to judge it is the middle of year two, if we still have problems then it will be serious."

Previous articles in this series appeared on November 28 and December 3 and 10.

## East, West – home's the most profitable

Guy de Jonquieres reports on the 'performance gap' of Japanese companies operating in the US

**I**magine a car-maker which developed a luxury export model specifically for the US market, but failed to incorporate a straightforward anti-theft device long demanded as standard by wealthy American car buyers.

It identifies six common errors made by Japanese companies in the US:

- They fail to invest enough in local sales and marketing to exploit the market to the full.
- Unlike their best American competitors, they treat the US as one homogeneous market, ignoring important regional differences.
- They do not tailor products closely enough to local demand, often preferring to maximise global scale economies by selling the same product everywhere.

**Japanese companies are also-rans internationally in many industries where they are widely thought to be dominant...**

These are cited, but not named, in an article in the forthcoming *McKinsey Quarterly*, which sets out to demolish – or at least cut down to size – Japanese industry's reputation as an unstoppable force on world markets.

In reality, the article says, Japanese companies are also-rans internationally in many industries where they are widely thought to be dominant. It judges that in the US market, Japanese companies are clear leaders in only four of the 20 largest manufacturing sectors in which they compete. These are consumer electronics, cameras, microchip memory, and semiconductor manufacturing equipment.

Furthermore, only six of the largest Japanese industrial companies selling in the US have more than a quarter of their worldwide sales there, and in most cases profit margins are far lower than in Japan.

The article, by the joint head of McKinsey's Pacific Basin practice in the western US, argues that Japanese industry's international expansion is inhibited by inflexible management and organisation, which often fall into important local variations in customer tastes and business practices overseas.

The message for Japan's multinationals is clear: if they are truly to become "leaders" in foreign markets, the tough problems they must resolve are not abroad, but at home.

\* *Creating the "superficial" corporation. Henry DeNero, McKinsey Quarterly No 4, 1990.*

The shortcomings of this system are compounded by the Japanese companies' tendency to organise themselves by function and to focus more on "upstream" activities such as product development, sourcing and manufacturing than on marketing, sales and service.

The consequence is an inward-looking attitude, more concerned with improving corporate functions than with serving customer needs.

Top managers can stay close to the market and competitive situation in Japan because they live there, the article says. "They cannot possibly understand what is really going on in the US, particularly when most of the information they see is processed and packaged by middle managers within their respective functions."

Further weaknesses are the fact that relatively few Japanese managers have lived and worked abroad, and the delays which result from applying consensus decision-making to far-flung international operations.

The article sees no single solution. But in general, it says, efforts to develop new skills are likely to be much more effective than simply changing corporate structure and organisation.

The ultimate goal should be to create a "superficial" Japanese-American corporation by decentralising design and development functions to the US, beefing up local marketing and improving co-ordination between headquarters and overseas operating units.

It is essential to move key executives from Japan to the US and to get those who remain at headquarters to support, rather than supervise, the US business. That, however, is a big departure from the "command and control" model prevalent in much of Japanese industry.

The message for Japan's multinationals is clear: if they are truly to become "leaders" in foreign markets, the tough problems they must resolve are not abroad, but at home.

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## BUSINESS AND THE ENVIRONMENT

## Tree felling debate now a political issue

Bernard Simon on how a Canadian forest industry leader is coming to terms with growing opposition

**M**acMillan Bloedel, the biggest of British Columbia's pulp and paper producers, has both the good fortune and the misfortune to get its timber from some of the world's most magnificent forests.

The imposing, centuries-old spruce, cedar, hemlock and Douglas fir trees which blanket Canada's west coast and dozens of adjacent islands yield timber and paper products which are prized around the world for their appearance and durability.

The problem for MB, however, is that turning spectacular virgin forests into sawn timber, pulp and eventually paper is a messy, unsightly and ecologically risky business which has raised the ire of environmental groups and become a high-profile political issue.

Developments in the past few weeks illustrate the intense pressures on MB and the rest of the Canadian forest industry. In late November, the company called in the Mounties to clear a forest road in the Tsitikala Valley on Vancouver Island, which was being blocked by anti-logging protesters in defiance of a court order.

The forest companies have an inevitable target when British Columbia's environmentalists quit on December 10 in protest against the provincial government's decision to overrule a proposal which would have toughened the rules on the amount of toxic chlorine-based organic compounds allowed in pulp mill effluent.

Perhaps most worrying are rumours reaching MB's head office in Vancouver that environment groups in Europe are planning a boycott of the industry's products in protest against its logging practices.

MB executives already compare their plight to that of Canada's trappers and hunters, many of whom were driven out of business by fur boycotts organised by conservation groups in Europe and the US.

The anti-fur and the forest preservation movements have a devastating weapon in common – the powerful visual impact of the activity they are protesting against. Just as the fur boycotts were ignited by pictures of baby seals being clubbed to death, the forestry industry is being hurt by dramatic photos of clear-cuts, the ugly scars of land stripped of trees. The clear-cuts are generally more unsightly in British Columbia than in other parts of the world. They are bigger,

clearer and more numerous than in Europe.

They argue that no amount of replanting can replace old-growth forests. "They never

going to get the quality that nature gave them," said Husband says. Organisations like the

Sierra Club want far-reaching changes in the industry's logging practices, including a reduction of between 4 and 5 per cent in the annual cut, the protection of more old-growth areas, more selective logging and less use of equipment which accelerates soil erosion.

Environmental groups, however, are far from satisfied with these measures. Vicki Hubbard, conservation chairman of the Sierra Club in British Columbia, acknowledges that MB is "a bit of a bad lot," but adds: "We're just like worrisome little flies and they don't take us very seriously. What they're doing on the ground is totally different to what they're saying."

She points, for instance, to unreported damage from forestry operations, including

taken 1,000 school children on forest tours in the past year.

In addition, the company conducts public opinion polls on forestry issues and has installed a telephone hot-line to deal with complaints and queries from the public.

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## ARTS

# The good, the bad and the repeats

Chris Dunkley reviews the year's TV

**E**very year the history of television seems to become more dramatic, and 1990 - the last year of the old decade - was no exception. In Britain the biggest story was, sadly, a negative one: BSB opened in May and, to all intents and purposes - at least so far as viewers were concerned - closed in November.

It was also the year of the World Cup, an event which, during the summer, made "Nessun Dorma" the most famous song in the world and brought together Carreras, Domingo and Pavarotti to sing on the same stage. Despite house to house fighting the Broadcasting Bill passed through the Commons and the Lords to become the Broadcast Act. Viewers experienced the first year of pictures from the House of Commons, and in November broadcasters were driven to hysteria by the involuntary resignation of Margaret Thatcher.

However, in the history of television it is surely the BSB story which will eventually be seen as having the greatest significance. The entire affair was full of ironies, the greatest of which was the role played by Rupert Murdoch.

It was Mr Murdoch who, by organising a midnight tilt at a greensfield site at Wapping, had dragged the newspaper industry out of the 18th century and into the 21st. There was bitterness and fighting, but the result was an industry in which it was suddenly possible to use modern technology to create vastly improved products. Of course the motives were scarcely philanthropic: it was done because it suited Mr Murdoch.

Unsurprisingly the motives were identical when he began operations in satellite television, but the effects were the opposite to those in the newspaper business. The British government had decided to create a monopoly in DBS (Direct Broadcasting by Satellite) and given the licence, with all available DBS channels, to BSB, a consortium backed by Char-gears, Reed, Gramada, Virgin and Pearson, owners of the *FT*. Mr Murdoch, ever the vigorous competitor, would not take that lying down.

Buying himself space on the Astra satellite he pre-empted BSB by offering British viewers five new channels of Sky television, an initiative for which no government licence was needed since Astra is operated by a US-based company. The critical factor which made the scheme possible and put Murdoch into the sky ahead of his competitor was the decision - and this is where the whole business is so different from his newspaper revolution - to ignore the new technology and stick with PAL, the European system already used for British terrestrial broadcasting.

While BSB was gearing up for a high-quality, high-cost operation using new D-Mac technology which could one day make high-definition television available to any Briton who wanted it, Mr Murdoch's men were switching their satellite dish sites away from the high street traders - too expensive, too slow - to a direct satellite operation on the doorstep which, according to some accounts, made the old snake-oil merchants look like gentlemen.

When BSB did finally take to the heavens its programmes were certainly closer to the British public service tradition than to the distinctly commercial Australian/American formula used by Sky; indeed, there was a surprising number of "classic" BBC series on offer - "repeats" as most people would say. There was also a splendid array of arts programmes - ballets, operas, symphony concerts - spread through every weekend. However, not even a single year was to elapse before BSB "merged" with Sky. "Fakeworx" was, according to the headlines in some non-Murdoch newspapers, the more apt word.

However, what about the year's programmes? Let us begin for once not with the "best" but with the worst - or, to be fair, with those programmes that failed dramatically

come up to expectations, those that bombed:

#### ■ THE BOMBERS

Three new detective series - *Yellowthroat Street*, from Yorkshire, *Waterfront Beat* from the BBC, and *TECK* from Central - proved that however much you may spend and however many previous detective series have been successes in the past decade, there is no guarantee that a whole lot more will be equally triumphant. *Yellowthroat Street* attempted to reproduce the slam-bang American cop series with the venue moved to Hong Kong, but merely looked like a parody. Once you had got the first low-level camera shot showing the whizzing wheel of a car in a chase, you knew you had time to settle down and read most of a modern novel before there was any need to check the screen again for developments.

*Waterfront Beat* created by Phil Redmond, the man who invented the Channel 4 soap opera *Brookside*, was so concerned with depicting the "bureaucratization" of the British police that there did not seem any room for policing. *TECK* provided yet more proof - goodness knows how much they need - that when you try to make worthy series illustrating the ideals of the EC - with a Frenchman, an Englishman and an Italian, or whatever, sharing the acting honours - what you end up with is neither poison nor flesh nor *crigola di scoglio*.

In May the BBC abandoned the journalistic principles of nearly 70 years and broadcast *One World Week*, a sequence of programmes about the environment, ecology, natural history, global warming and so on which conflated fact and fear jerking emotionalism, and lined up the Corporation on the side of green mysticism. To many viewers the co-operation of Prince Charles in this misty-eyed sentimentalism, with its mixture of fear and quasi-religious claptrap, will no doubt have added a legitimacy which might otherwise have been thankfully absent.

*Dispatches*, which produced so much impressive material - see "Current Affairs" - also joined in one of the year's dullest campaigns: a desperate attempt by Beatrix Campbell to persuade us that in some instances the criminal mistreatment of children involved not only sex abuse but witchcraft.

To produce a series of programmes parodying Roger Cook's style of investigative journalism is odd enough; a single programme, if well made, might manage to remain funny for a project for 30 minutes. To go on as Channel 4 did from the first unfunny series to make another entire series with a different actor, Tony Slattery, playing the Cook figure, is beyond understanding. The trouble with *This Is David Harper* as with Nigel Planer's series *The Naked Actor* attempting to entice actors who take themselves too seriously - is that it is impossible to be funnier than the real thing.

**T**here was one reason for television critics to greet the departure of BSB with relief: they would not have to watch any more of *Jupiter Moon*, a soap opera which combined the sets of *Star Trek*, the acting standard of *Crossroads*, the dialogue flair of *Neighbours*, and the clothes from a teenage cocktail party, with a story line which seemed to be created by a committee of manic depressives.

#### ■ DRAMA SERIALS

The best of the year arrived in the first fortnight: *Oranges Are Not Only Fruity*, a fresh, brave, tough, bright adaptation by Jeannette Winterson of her own extraordinary autobiographical novel, involving a repressed religious childhood and emergence into lesbianism. Produced for BBC2 by Philippa Giles, directed by Beeban Kidron, and starring Geraldine McEwan, it deserves all the awards available.

The new year also established a recurring theme: children snatched from one parent by the other to be spirited away, followed by interna-



Declan McConochie and Michelle Hauptmann marry in Capital City

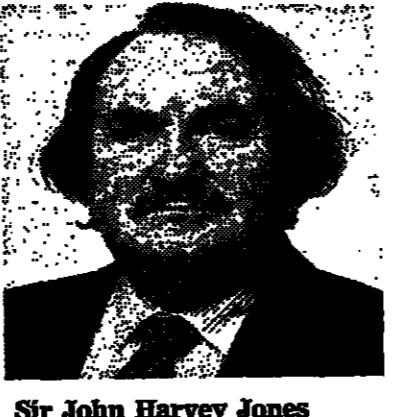
notional pursuit. In London Weekend's production, *Stolen*, Art Malik played the father who took the children to Bangladesh. In BBC2's autumn version, *Die Kinder*, Miranda Richardson - one of the most fashionable actresses of the year - played the mother who pursued her children to Germany.

At the start of the year the barrow-boy businessman - was still considered fashionable - just - and Clive Owen played Crane, a hair-gelled wheeler dealer in Central's *Chancer* who came up against old family values in a Morgan-like car firm. Later in the year a second and highly enjoyable series of *Capital City*, once again set in the Shane Longman bank, turned to green issues and love interest since greed and yuppie-dom were so obviously out of fashion.

The best police series was *Anglia's The Chief*. Tim Pigott-Smith played a new chief constable who refused to go along with local habits of graft and corruption or national habits of fixing and covering up. In a society racked by increasingly frequent revelations of police corruption at all levels, BBC2 reminded us that with high quality writing and an original eye, there is no need to strain for novelty or special effect in drama: Krzysztof Kieslowski's *Ten Commandments*, imported from Poland, sustained a remarkably high standard and showed that whatever may have abro- phied in the shadow of the iron curtain, the serious consideration of moral problems in drama was



Susannah Harker



Sir John Harvey Jones

not one of them.

#### ■ REPEATS

All the best repeats of 1990 were comedies. In BBC2's autumn version, *Python's Flying Circus* of which the fashionable thing to say was that it was not as good as its dethroned fans remembered. *Not Only But Also*, another BBC2 repeat, is an older series, of course, but it now looks much more indulgent, long-winded, and slack. It is easy to see how editing could improve most of the sketches, and that though it was first screened

*A*lthough it was first screened not very long ago, *Alexei Sayle's Stuff* stood up remarkably well to a second viewing and will, I suspect, prove in future decades to be one of the best lasting of the present comedy series.

#### ■ COMEDIES

Not surprisingly, perhaps, given

Britain's demographic position, the fashionably age group in 1990 situation comedies was the over-sixties. *Monty Python's Flying Circus* of which the fashionable thing to say was that it was not as good as its dethroned fans remembered. *Not Only But Also*, another BBC2 repeat, is an older series, of course, but it now looks much more indulgent, long-winded, and slack. It is easy to see how editing could improve most of the sketches, and that though it was first screened

#### ■ DOCUMENTARIES

All the best repeats of 1990 were documentaries. *Signs* on Channel 4 gave way to *Without Walls* and here, as in *Dispatches* and *Equinox* there are encouraging signs of a willingness to buck trends. The unintentionally hilarious attack on the Rolling Stones - You mean they're not really rebels any more, they've become rich business people? Wow, cook us another lentil pancake Neil - was a most unfortunate example, but it was isolated.

The most enjoyable arts series of

the year was the sequence of appreciations of such poets as Larkin, Betjeman, and Auden given by Alan Bennett in *Poetry In Motion* on Channel 4.

#### ■ DOCUMENTARIES

The year's best documentary series were *The Midas Touch* on BBC2 in which Anthony Sampson expatiated fascinatingly upon money; *The Trials Of Life* on BBC1 in which David Attenborough continued his uniquely successful lifelong quest to explain the animal world to us; and - I suspect - a quiet little series from London Weekend called *The River Thames*.

Among single documentaries the "Viewers' Special" *Hello, Do You Hear Us?* stands out: quite rightly this startling account of the state of the Soviet Union won one of the top prizes at the 1990 *Fest Italia*. I shall not quickly forget BBC2's wonderfully wicked *Arising* which juxtaposed all the marketing flannel used by British Airways against the reality of fury and frustration at the check-in desk. And although it was long and flat and sometimes irritating - like almost all her work - I could not even if I wanted to, forget *Jana Bobova's Arena* on Flaviano.

Some of the most controversial programmes of the year were drama documentaries. *Who Burned Birmingham?* and *Why Lockerbie Bombed* from Granada, and *Shoot To Kill*, about the Stalker inquiry from Yorkshire may have caused controversy in the clubs of St James's, but I have little doubt that future generations will consider them among the most important programmes of our age.

#### ■ CURRENT AFFAIRS

Channel 4 came out strongly on

current affairs generally. Yet the most watchable of the political series has

been *A Week In Politics* which combines studio discussion with footage

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FT SURVEYS

## A Farewell to Joan Sutherland

"The old voice is winding down now," said Dame Joan in her inimitably pithy, good-humoured, clear-eyed public manner. This was the end of the gala performance of *Die Fledermaus* at Covent Garden on New Year's Eve. The fireworks had gone off, the balloons and streamers had come down, Jeremy Isaacs had presented her with the house's final token of love and esteem - the drum she banged during the 1966 production of *La Fille du Regiment*.

It was, therefore, not the occasion for a dispassionate summing-up of the career. That Sutherland was possessor of one of the three or four finest voices of the century there were here brief reminders, inevitably muted: a note at the top of or above the stave, taken in the *Traviata* and "Home Sweet Home" performances and spun out in a way to make whole theatre glow; a run or turn of fast-moving notes flourished with effortless brilliance and agility; a capacity for simple dignity that could invest some of the grander bel canto heroines (*Semiramide*, *Norma*, *Mary Stuart*, *Anna Boleyn*, *Lucrezia Borgia*) with a noble stature not always theirs by nature.

Yet here the guests were Luciano Pavarotti and Marilyn Horne alongside Sutherland by herself - the two singers with whom she has been most closely associated in her long career - and the items chosen by the three for interpolation were all tenderly elegiac in tone.

Pavarotti was at his ardently romantic best in Federico's *Lament* from *L'Arlesiana* and with Sutherland herself still the house with an account of "Home Sweet Home", admirably supported by Richard Bonynge in the pit, which was plain, heartfelt, and touched with sufficient hints of the old vocal glory to supply a perfect musical moment of parting. No wonder the opera itself was unable to recover much sparkle afterwards.

Above all, Sutherland will be remembered for the splendour of the voice, and the generous yet down-to-earth way it was presented to the world. She was not, and would never have pretended to be, one of those streaking comets of the operatic stage - Pauline Viardot in the last century, Callas in ours - who by fusion of musical and dramatic genius worked transformative miracles with uneven and (towards the end) refractory vocal material.

This final Sutherland appearance in London was necessary. The soprano had officially retired in October, at the end of a Sydney run of *Les Huguenots*; but since it was on the Covent Garden stage that she had made her first appearance - on 28 October 1952, as the *Flute* First Lady - and here, in 1989, that she had sung the *Lucia di Lammermoor* which was to rocket her across the opera world, some sort of London

Max Loppert



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Wednesday January 2 1991

## A new start for trade

ONE RESOLUTION that world leaders must keep if they are to enjoy a prosperous new year is quickly to revive and complete the stalled Uruguay Round of trade negotiations.

The effort needed will be the greater because of other preoccupations - the Gulf crisis that is now coming to a head, the fate of Soviet reform, and the looming economic slowdown. But these very factors also make success in the four-year talks to reform the trading system all the more essential.

At a time of growing international tension the world cannot afford the recriminations and rancour that would follow a Uruguay Round failure. Trade wars could quickly destroy the will of nations to co-operate in the international arena.

Particularly when the world economy is weak, nothing could be more crass than to forgo the prosperity promised by a successful Uruguay Round that yielded genuine trade liberalisation.

The European Community and the United States are the two main protagonists in the dispute over farm subsidies that brought the Uruguay Round close to collapse in December. They must stand back from the rhetoric they have deployed ever since and examine what now has to be done.

First and foremost, the European Community must accept that the Uruguay Round cannot be revived unless it is prepared to undertake genuine reform of its Common Agricultural Policy.

It is no use ducking this question with sentimental pleading about keeping farmers on the land or with ranting against the US. The trading system, on which a more united Europe still depends, is too important for that. Besides, the cost of supporting Europe's pampered farmers is rising inexorably, to the point that it threatens other Community objectives such as regional aid.

### US political doubts

Meanwhile, the Bush administration must learn to play a more subtle game with Congress and its domestic lobbies. It has used them up to now to intensify the pressure on its partners in the General Agreement on Tariffs and Trade. In the process US political doubts

over what the Uruguay Round could achieve have been allowed to grow out of all proportion. Support for multilateral trade must be bolstered and private sector co-operation courted. The global system must be bolstered, even at the cost of some individual sacrifice.

### Opening up markets

The US private sector would swing more readily behind the Uruguay Round if the advanced developing countries were to be more forthcoming with offers to open up their markets for services such as banking and insurance. That would demonstrate to Americans that real benefits are at hand.

In sum, a change of mood is required that would focus attention on the lasting economic benefits, rather than on the short-run political costs of trade liberalisation. A result could then still be achieved, one that would defuse Gatt's critics and secure its future at the centre of a thriving multilateral trading system. It is essential for such a change to occur quickly, however. Otherwise, the progress that has been made over the past four years may be lost.

There are now just two months left to complete the Uruguay Round before the negotiating authority conferred on the Bush administration by Congress runs out. Given the technical work that remains to be done, it may be necessary for Congress to renew this authority.

Any extension should be short-lived. The congressional deadline provides a useful discipline for talks that would otherwise drag on indefinitely. A long extension would relax the pressure on all participants. Moreover, it would almost certainly carry unpleasant conditions, in the form of mandatory unilateral action against countries deemed to trade unfairly.

With goodwill all round and some real movement in negotiating positions this month, the negotiations could quickly reach the point at which a successful outcome is within grasp. Congress would then be justified in voting a short extension without any strings. Extra time must be short. Otherwise, the game will be lost, with no hope of a replay.

## Famine in Africa

IMPENDING famine in the Horn of Africa prompts *déjà vu* and provokes some pressing questions about the role of the outside world.

Drought and civil war have left 15m people in Ethiopia and Sudan facing severe food shortages. Just five years ago the same combination of circumstances put millions of Ethiopians at risk of starvation. As many as 1m people died; more would have perished but for international assistance. Unless the 1984-85 rescue operation is repeated another disaster seems inevitable.

Humanitarian imperatives demand a generous response to the appeal due to be launched next week by British aid agencies. It will include a plea for aid for three other countries in acute distress: Liberia, Angola and Mozambique.

But the public will want to know why history is repeating itself in the Horn of Africa; and whether anything can be done to end what seems an endemic crisis.

The common threads that link five diverse countries is that all are wracked by civil war, and all have suffered from inept economic policies. Man has wrought far more damage than nature. The long-term answer to African famine lies at the negotiating table and in the economic ministries of the region.

In Ethiopia the regime of President Mengistu Haile Mariam has done more harm than any drought. Its authoritarian style and its Marxist-Leninist dogma have stood in the way of negotiated settlements to the conflicts in the provinces of Tigray and Eritrea, and further undermined an already impoverished economy.

### Politics that work

Yet Ethiopia provides encouraging evidence that economic reforms work. Peasant farmers' output has risen in response to the belated changes introduced earlier this year, such as the lifting of state controls on agricultural marketing and pricing. But this is not enough. The civil war disrupts production and impedes trade in the food surplus that unaffected parts of Ethiopia are enjoying.

After hovering on the verge of a recession for several months, the American economy turned decisively downward in October and November. The number of employees on private payrolls fell by nearly 500,000 in those two months and industrial production dropped precipitously.

The important questions for 1991 are therefore how long the downturn will last and how far the economy will fall before the turnaround begins. Most US economists are predicting a short and shallow recession with the recovery beginning after less than the 13-month average of all post-war recessions and with a smaller than average cumulative decline from peak to trough.

An important reason for believing this rather favourable outlook is the relatively benign posture of the Federal Reserve Board. The Fed did not actively seek a recession at this time and would now like to return to economic expansion. The situation is thus very different from 1981 and earlier recessions when the Federal Reserve pushed interest rates up sharply in order to reverse a sharp rise in inflation.

But the Fed's good intentions may not be enough to ensure a quick reversal of the present decline. In spite of its desire to avoid a recession, the Fed's policy in 1990 did contribute to the current downturn and its actions in the months ahead may not be consistent with the forecast of a rapid rebound. To understand this risk, it is helpful to review the Fed's strategy and its actions in 1990.

For the past two years, the Fed has been seeking to reduce inflation grad-

**FORECAST 1991**  
US

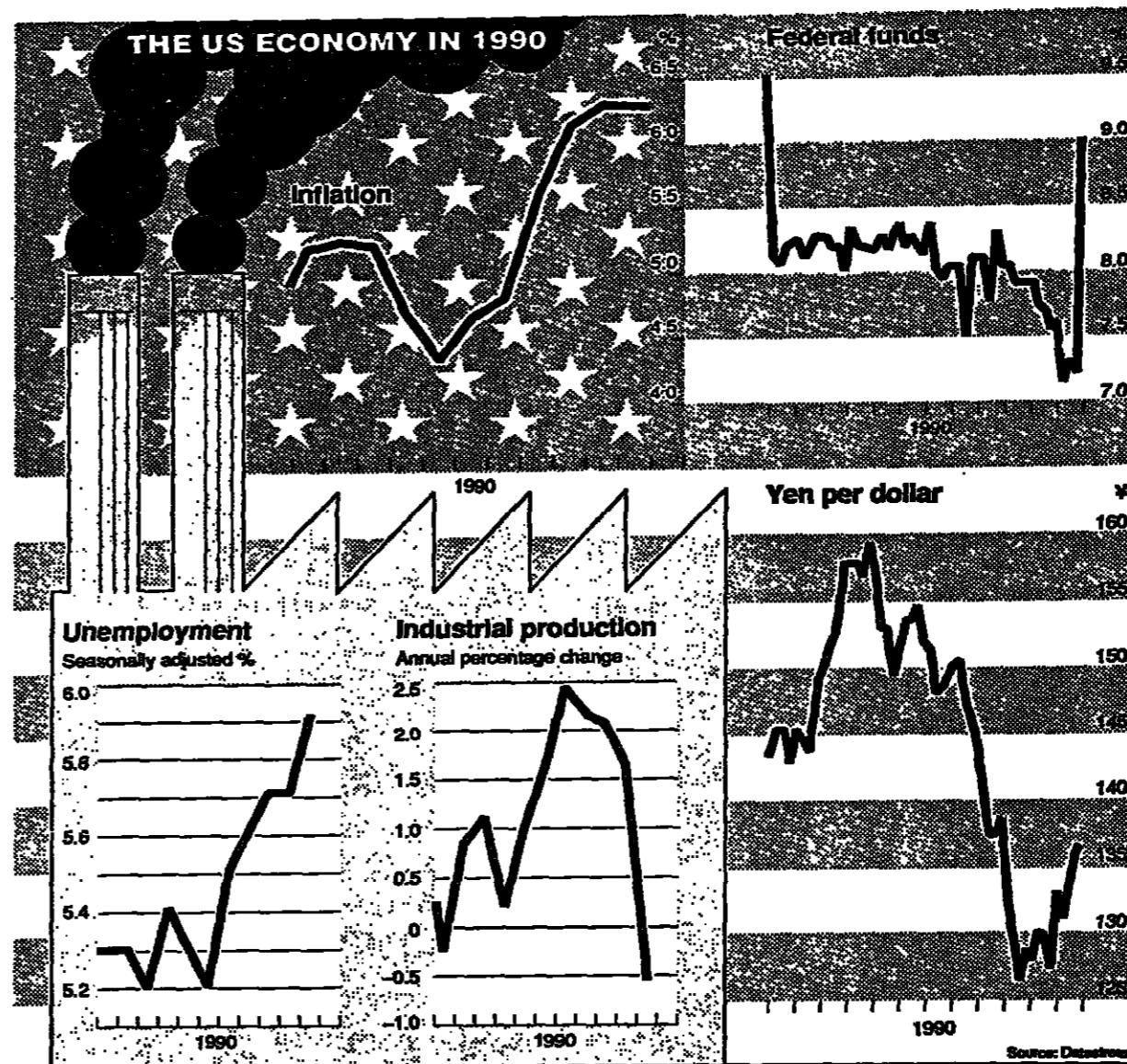
ually while avoiding an actual recession. In his biannual testimony to the congressional oversight committees, Mr Alan Greenspan, the chairman of the Federal Reserve Board, has repeatedly projected a monetary policy that was expected to be consistent with a gradually declining rate of growth of total nominal spending and therefore of inflation. In the autumn of 1989 he predicted that total spending in 1990 would increase by about 6 per cent, with inflation of roughly 4.5 per cent and real economic growth of 1.5 per cent. In July 1990, he reiterated this outlook for 1990 and projected that 1991 would see a similar rise in nominal gross national product with a slightly more favourable division between inflation and real economic growth. To support this growth of nominal GNP, the Fed projected that the M2 monetary aggregate (currency, checking accounts, plus savings and smaller time deposit accounts) would increase at a rate of approximately 4 per cent and explained why it anticipated the implied rise in velocity.

Iraq's invasion of Kuwait and the consequent rise in the price of oil inevitably made this outlook impossible. A direct pass-through of the higher oil price would raise the US price level by approximately 1 per cent. An unchanged growth of nominal GNP would, therefore, cut real GNP growth over the following year by approximately 1 per cent to only slightly more than zero. A more expansionary monetary policy might have sustained a faster rate of economic growth but only by accepting a greater increase in inflation and therefore risking a sharp rise in inflationary expectations.

The outlook for economic activity in 1991 depends critically on both the

As the US economy deteriorates, the key question for 1991 is how far the downturn will go, writes Martin Feldstein

## The Fed's battle with recession



Source: Department

Alternatively, a tighter monetary policy could have reduced the inflationary aftermath of the oil price rise, but only by pushing the economy into a deeper downturn. The Fed appears to have rejected both alternatives, accepting instead the temporary rise in inflation and decline in real growth that would accompany a steady-as-you-go approach to nominal GNP.

But even without the rise in the price of oil, the actual execution of monetary policy in 1990 was likely to have led to a downturn in real GNP by the end of the year. Perhaps because of its focus on short-term interest rates rather than monetary aggregates, the Fed kept the growth of M2 to less than 4 per cent. There has been no increase in the observed velocity link between M2 and subsequent nominal GNP. In the absence of such an increase, nominal GNP would expand at an annual rate of less than 4 per cent in the final quarter of 1990 and the first quarter of 1991 and therefore real GNP would decline.

The uncertainty over oil prices impacts a corresponding uncertainty to the pace of real economic growth. Stable oil prices at even the current elevated level would allow the economy to return to the mix of real growth and inflation that the Fed had projected before the initial jump in oil prices. Although the high level of energy prices does depress the purchasing power of US households and may reduce output in some manufacturing industries (because of the higher cost of energy inputs), a stable

price of oil and the Federal Reserve's monetary policy. The optimistic case for a short and shallow downturn assumes that oil prices do not increase further and that the Fed pursues a monetary policy that is sufficiently accommodative. If the price of oil remains at its current level and the Federal Reserve provides enough credit to support 6 per cent growth of nominal GNP, the economy is likely to begin expanding by the summer and to enjoy a real growth rate of more than 2 per cent in the second half of the year.

The uncertainty over oil prices impacts a corresponding uncertainty to the pace of real economic growth. Stable oil prices at even the current elevated level would allow the economy to return to the mix of real growth and inflation that the Fed had projected before the initial jump in oil prices. Although the high level of energy prices does depress the purchasing power of US households and may reduce output in some manufacturing industries (because of the higher cost of energy inputs), a stable

price of oil will not diminish the rate of economic growth.

A fall in the price of oil along the path implied by the futures market would depress inflation further, bringing the rate of inflation to 3 per cent or less by the middle of 1991. The resulting rise in purchasing power would induce increased consumer spending and a faster rise in real GNP. Conversely, a sharp jump in the price of oil caused by an Iraqi attack on Saudi oilfields would exacerbate the current inflation and cause a longer and deeper decline of economic activity.

The slow rate of expansion of the monetary aggregates in 1990 and the debates within the Federal Reserve now raise doubts about whether the Fed will provide enough credit to achieve its target of 6 per cent nominal GNP growth in 1991. There are four distinct reasons for concern.

First, the Federal Reserve's use of the federal funds interest rate as a measure of monetary policy may inhibit the expansion of money and credit. Short-term interest rates are a

poor guide to the adequacy of monetary expansion when the demand for money is changing. A decline in economic activity can cause interest rates to fall because the demand for funds declines rather than because the supply is increasing. If the Fed judges the extent by which it eases in 1991 by the decline in the Fed funds rate, it may be misled into an overly tight monetary policy. Although the Fed funds rate and other short-term rates have declined in recent months, the money supply at the start of December was actually lower than it had been three months earlier.

Second, a failure to distinguish the temporary price surge caused by the rise in oil prices from a sustained rise in the rate of inflation may shift the focus from nominal GNP growth to inflation. Although the Fed has a primary responsibility to fight inflation, its strategy of reducing inflation gradually by slowing the expansion of nominal GNP remains appropriate. If members of the Fed's open market committee misinterpret the recent price rise as evidence that their strategy is not working, monetary policy may be inappropriately tight.

Third, a desire to prevent the further decline of the dollar relative to the D-Mark and the yen could lead to an explicit decision to keep monetary policy tighter than it would otherwise have been. Although the dollar's decline during the past year has been substantial, a further permanent decline in the real value of the dollar is needed if the US is to shrink the trade and current account deficits that still exceed \$100bn a year.

There are, nevertheless, Americans who fear a further fall of the dollar

because they fear that a lower dollar will induce more foreign purchases of US assets. And the French government and some foreign individuals are calling for dollar stability to prevent a deterioration of their own international competitiveness.

A tight money strategy aimed at propping up the dollar would not only weaken domestic demand but, by arresting or reversing the dollar's decline, would prevent the substantial boost to GNP in 1991 that is expected to follow from the improvement in net exports caused by the dollar's continuing decline.

Finally, there are the reductions in bank lending caused by the conflict between the decline in the banks' capital and the increase in both official capital requirements and regulatory stringency. Although open market operations may increase the ability of some banks to make additional loans, other banks may be unable or reluctant to do so. At a minimum, the uneven distribution of increased bank lending - with some banks not doing any at all - may weaken the impact of the Fed's expansionary policy. The Fed may, therefore, have to increase reserves and money faster in order to achieve expansion of nominal GNP.

The Federal Reserve's recent decisions to lower the Fed funds rate, to reduce reserve requirements and to cut the discount rate, all indicate that the Fed wants to reverse the current downturn. The big question for 1991 is whether it will actually pursue that fight aggressively enough to succeed.

The author is president of the National Bureau of Economic Research, Cambridge, Massachusetts.

### News Corp casualty

■ Rupert Murdoch, the over-borrowed media tycoon, has always had a lot of luck in the past in building up his News Corporation empire.

But when things start to go wrong, even he and his buccaneering team have difficulty sidestepping the dangerous thin ice and slippery slopes.

At the most critical time in the company's history, as bankers finalise the details of a \$7.4bn (£3.9bn) refinancing agreement, Mr Murdoch has temporarily lost the services of his recently recruited right-hand man, Andrew Knight, executive chairman of News International.

Mr Knight and his family have been staying with Mr Murdoch at Aspen, Colorado, over the holiday. Accounts differ over whether the former editor of *The Economist* hit a tree, a wall of ice or tripped after a jump. He fell heavily and ruptured his spleen.

Mr Knight has been in intensive care for a couple of days after having his spleen removed, but is now recovering. He is due to leave hospital today and will soon return to work in London.

Mr Murdoch injured his leg skating at Aspen three years ago and needed an operation, but has since returned to the slippery slopes.

News Corp's share price, however, will only really start to recover from last year's horrific tumble when the signatures of all 100 banks have been collected for the refinancing deal.

### Money-go-round

■ It is difficult to tell these days who is moving around in the UK fund managers or their clients.

Last example from the revolving door school of investment managers is the 70-year old Peter Axten. He takes over as head of Lloyds Bank's investment management busi-

## OBSERVER

ness this week, replacing Nigel Hurst-Brown, who defected to the much bigger Mercury Asset Management (MAM) last summer.

Axten and Hurst-Brown worked together at Hill Samuel Investment Management until 1986 when they went their separate ways: Hurst-Brown to Lloyds and Axten to Midland Bank and then to Cigna 15 months ago.

Axten, who started as a stockbroker's messenger, says his last job was very much strategic and he missed the customer contact of the investment game.

To date, Lloyds Investment Managers has not been one of the stars in the Black Horse stable. The bank's own pension fund accounts for nearly half of its meagre £5bn of funds under management.

Clearing bank fund managers tend to suffer from a safe but boring image, says Axten. His first task is to market the new fund, but, as you'd expect, his group's better than average investment performance.

Then he plans to challenge investment giants like MAM and Fidelity for the high ground. Sounds like the sort of boast Midland Bank used to make.

### One more time

■ New Year's Eve on British TV must have set some sort of record for opera buffs.

There were two different four-hour productions of *Die Fledermaus* on BBC2 and BSB satellite TV. Luciano Pavarotti, on Channel 4 and grand old BBC's Clive James show, in addition to helping say goodbye to "La Stupenda" in the Covent Garden production of *Die Fledermaus*.

### Noises off

■ Few people expected Lord Crickhowell to take a modest role in Welsh affairs when he left the Commons at the 1987 general election.

As plain Nicholas Edwards, the secretary of state for Wales for the previous eight years had strong views on almost everything. But since the election he has, apart from a well-publicised spat with his successor Peter Walker, restricted himself to making life difficult for the newly-privatised water company as chairman of the National Rivers Authority.

Suddenly, the old Edwards' irreconcilable views have emerged, this time on behalf of one of his favourite pet projects - the Welsh National Opera Company.

When in office, Crickhowell

had wanted to build an opera house in Cardiff's docklands and he sits on the company's board.

The latest target of his ire is Sir Peter Palumbo, chairman of the Arts Council, which has

been collecting £100m for

the new National Opera House.

Already, however, astute

chemists are pointing to an

obvious snag.

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books like the one proposed

can be used the wrong way

round.

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David Currie assesses the problems the British economy faces in adjusting to ERM membership

The past year has witnessed a profound shift in the conduct of British monetary policy. Entry to the exchange rate mechanism (ERM) of the European Monetary System on October 8 marked the end, after nearly two decades, of the independent conduct of monetary policy. Instead, monetary policy now needs to follow the European, notably German, lead.

After the dismal performance of independent UK monetary policy in the 1970s and 1980s, ERM membership will provide a stable, low inflation macroeconomic framework for the 1990s and will thus help industrial performance by reducing uncertainties. But the problems of adjusting to membership mean that the British economy faces a hard year in 1991 and slow growth in 1992. This provides an uncomfortable background in the lead-up to the general election.

Through 1990 and the first half of 1991, the principal policy concern was whether, and when, the policy of high interest rates, in force since 1988, would slow consumer spend-

ing and reduce inflationary pressures in the economy. Against this background, the main fear was that ERM entry would generate excess confidence in sterling, leading to a sharp rise in its value and the necessity to cut interest rates prematurely to keep sterling within its ERM band.

Rather cruelly for the government, the real dilemma has turned out to be the opposite. Confidence in sterling rose for a few hours or days, but then evaporated. Sterling's slow slide towards the bottom of its wide band makes early cuts in interest rates less likely.

What has gone wrong? A common and plausible answer is that the government has brought the problem on itself by the manner of its entry to the ERM.

By cutting interest rates on announcement of entry, rather than first entering and cutting rates afterwards when sterling rose, the government gave the impression that its sole reason for entry was to bring interest rates down, rather than a commitment to exchange rate stability itself. That impression was probably true only of the leading member of the government, but it remains after her passing. The consequence is a catch-22, which

the new chancellor, Mr Norman Lamont, has quickly learnt: the government can only cut interest rates if it appears not to wish to do so.

If this is the explanation, then the chancellor can overcome his difficulties by holding firm on interest rates and demonstrating his commitment, in action as well as words, to the current ERM bands. In time, the initial unfavourable impression will fade, and some scope for interest rate cuts will emerge.

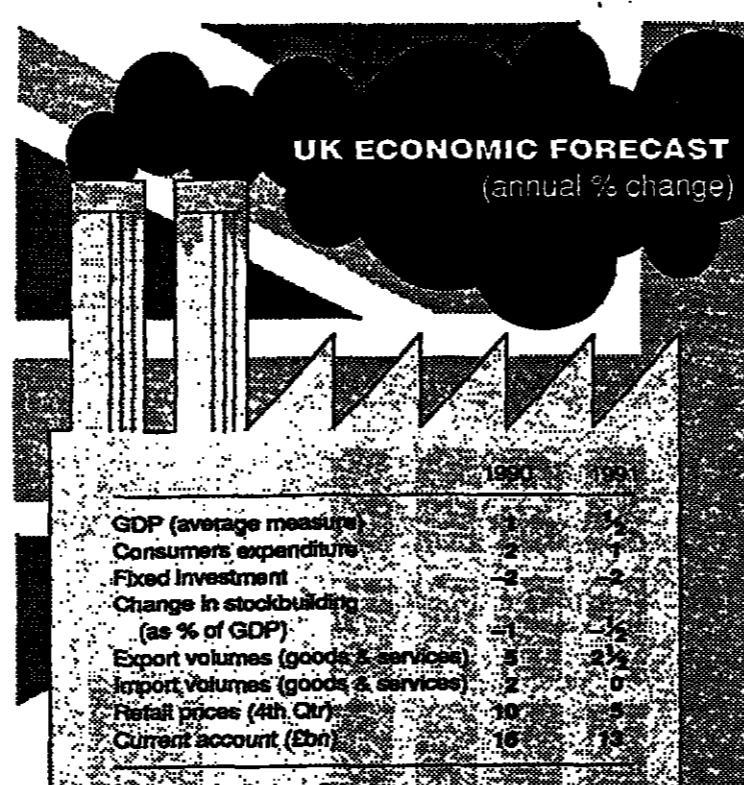
This is a test of nerve, particularly in a pre-election period. But it is no different from the test that Mr John Major faced after Mr Nigel Lawson's resignation: he held firm in the face of sterling weakness and saw a recovery in confidence in the ensuing months.

An alternative, and less palatable, explanation points to the large and continuing current account deficit, which was running at about 3 per cent of gross domestic product in 1990 and is likely to exceed 2 per cent of GDP in 1991, though it should decline slowly thereafter. If financial markets expect that ongoing deficits of this size will force an eventual realignment of sterling within the ERM, then a large risk premium on sterling may ensue.

In fact, a devaluation will not help much, and there is little alternative to a period of slow growth to curb the external deficit. But as long as the external deficit endures, it may well be hard to remove the expectation of devaluation. This will in turn curtail appreciably the scope for interest rate cuts, though we may see a 1/4 per cent point reduction before the Budget and a further 1/4 per cent point cut later in the year.

The current level of interest rates is already depressing demand, and this will therefore continue. Consumer spending fell in the third quarter of last year, demonstrating that high interest rates are finally biting on households. With slower growth in real personal disposable income, falling during 1990 from a growth rate of 4 per cent to 1/2 per cent, and static in the first part of last year, consumer spending is likely to grow by about 1 per cent in 1991, compared with a likely outturn of around 2 per cent in 1990.

High interest rates are also biting tightly on the corporate sector, especially those companies that borrowed heavily in the boom years of 1987-89 and which now suffer from high debt service burdens. The corporate sector deficit rose to well over £20bn in 1990, and corporate treasurers are seeking to cut this deficit sharply. The necessary consequence is a hard look at investment plans, stock holdings and



It seems likely that we will see a 2 per cent decline in total investment this year

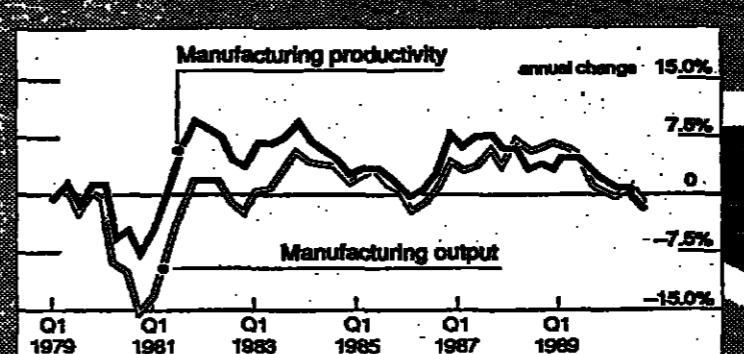
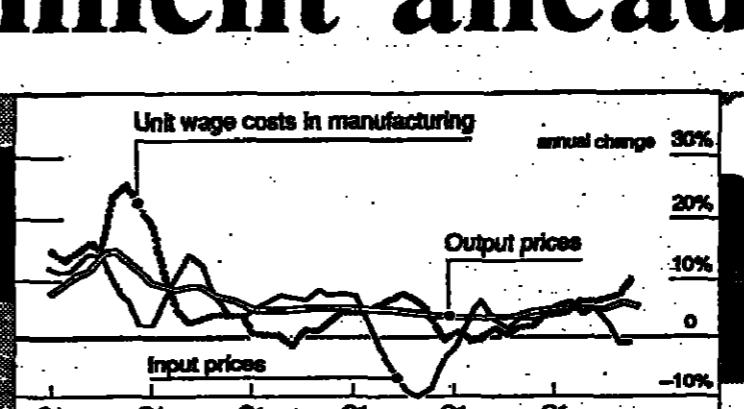
occur particularly in housing, which has been falling since the beginning of 1988, and in manufacturing, while public investment will remain more buoyant. Companies are likely to run down stocks faster in 1991 than in 1990, as financial pressures increase.

All this adds up to a very gloomy outlook for domestic demand, which fell in 1990 and will continue to stagnate through much of next year. In 1991, external trade provided some relief, especially to manufacturing, with exports growing

very much faster than imports. A striking illustration of this is which shows that the 2.95 parity against the D-Mark is not too high is provided by the UK-based car industry. After years of losing international market share, the volume of car exports rose by more than 30 per cent in the year to last October, while import volumes fell by 16 per cent, slashing the trade deficit by one third.

Prospects in international markets now look less good, with the US moving quickly into recession, so export performance is likely to tail off (though the European market remains more buoyant). But since imports will also be very depressed, net exports will continue to contribute to growth during 1991.

Although this adds up to a year-on-year growth that is positive, though barely so at about 1/2 per cent, this obscures the fact that the economy is in serious recession. Thus, GDP has fallen from its level in the second quarter of 1990, and is only likely to rise above that level in the second half of this year. And if confidence continues to be seriously depressed, perhaps because of adverse developments in the Middle East, the recession could well be more severe than



these estimates suggest. Is it possible that the UK is heading for a recession as bad as or worse than that of 1980-81? Can any credence be given to the more extreme view expressed by Sir Alan Walters that the recession could be worse than that of the 1930s?

The latter view seems implausible: the depth of the 1930s slump came not just from the collapse of domestic demand, but also from a general world slump resulting from a collapse of international trade.

The recent failure of the General Agreement on Tariffs and Trade talks is very damaging. But with Japan continuing to grow, though more modestly, and with Germany growing fast, the Organisation for Economic Co-operation and Development was right to argue recently that the prospects of a worldwide slump are minimal.

But this does leave the possibility that the present recession will be as deep as that of 1980-81. The key here is how quickly wage and price behaviour adapts to the need to compete at a fixed exchange rate with European rivals.

Mr Major said that "if the policy isn't hurting, it's not working". Policy is now hurting a great deal, but that provides no assurance that the

policy is working. The key question is whether companies can contain their unit wage costs, which were rising at well over 10 per cent in the third quarter of 1990.

In the 1980-81 recession, unit wage costs in manufacturing were rising at more than 25 per cent, but fell sharply to an increase of between 4-5 per cent in 1982. The task this time is more modest: that

The current level of interest rates is already depressing demand, and this will continue

of cutting the growth of unit labour costs from 10 per cent to about 2-3 per cent. This adjustment will clearly be painful, but the smaller scale of the adjustment, the fact of ERM membership, and the fact that the memory of 1980-81 is still clearly in the minds of industrialists and wage bargainers all give some grounds for expecting a less severe recession.

The present UK recession also contrasts with that of 1980-81 in being rather more balanced. In 1980-81, the strong appreciation of

sterling meant that manufacturing industry was hit very badly, whereas the sheltered service sector emerged relatively unscathed. This time, the impact on manufacturing is more patchy, as the fortunes of the car industry illustrate, while large parts of services, including financial services and retailing, are under severe pressure. The wider spread of the recession may well be helpful in increasing the speed of adjustment.

A key question in adjusting to German inflation rates within the ERM is the performance of UK productivity, which is well below that of the main European competitors. After strong growth in manufacturing productivity through the 1980s, productivity performance has tailed off badly as output growth has slowed (see charts). If productivity performance continues to slide, then the squeeze on corporate profitability, already acute, will be intense and the necessary adjustment in wages all the greater. The coming year provides an important test of whether there really has been a supply side improvement in British industry during Mrs Thatcher's years of government.

In the light of this gloomy scenario, what options does the chancellor have? Mr Lamont's hands are firmly tied over monetary policy: interest rates must be kept to a fixed sterling within the ERM band. He has the option of moving to a narrow band, retaining the current floor of 2.78 against the D-Mark, and moving the central parity down accordingly. This can be presented as the Italians did at the start of 1990, not as a devaluation but rather as a strengthening of the UK commitment to the ERM. By increasing the credibility of the exchange rate commitment, it may well also provide the opportunity for a welcome cut in interest rates.

But to envisage any devaluation beyond this would be a serious error of policy, throwing into jeopardy the credibility of government anti-inflation policy. It would, therefore, be very unwise for companies to plan on the basis that a devaluation will let them off the hook. Mr Lamont will also face calls for a relaxation of fiscal policy in the Budget. He would be unwise to heed these calls. The experience of past recessions is that the clamour for expansionary fiscal policies usually coincides with the spontaneous recovery of the economy from recession. The chancellor should recognise that there is little that he can now do to influence developments positively during 1991. It will take nerve to hold firm on the exchange rate as the economy moves further into recession, but that represents the best available course of action.

The author is professor of economics, dean of research and director of the Centre for Economic Forecasting at London Business School.

## LETTERS

### Bush and Chamberlain: the lesson to be learned

From Mr David Sawers.

Sir, President Bush likes to draw comparisons between the present situation in the Middle East and that in Europe in the 1930s, and to suggest that the relevant lesson is that aggressive dictators should not be appeased.

While this is one lesson – which should have been applied to western policy towards Iraq before it invaded Kuwait, and should now be applied to policy towards Syria – it is not the most relevant lesson from the 1930s.

This is the need for policies to be consistent if they are to be believed. Neville Chamberlain abandoned his policy of appeasing Hitler after the German occupation of Czechoslovakia in March 1939; but, because this change in policy was so radical and Hitler was poorly served by his foreign minister, Hitler did not believe the change had occurred. Mr Bush has made an equally radical change in policy towards Iraq since its invasion of Kuwait, and has also made many smaller changes in policy – in the intervening five months – such as offering to talk to the Iraqi government after persuading the UN to pass a virtual ultimatum.

### Listen to those at the sharp end

From Mr D.L. Howson.

Sir, The recent changes in government gave the new chancellor an opportunity of reducing interest rates – let us hope he has not squandered it by waiting too long. As someone whose company is closely involved in the insolvency business, I hope the chancellor understands what it means to a business to have to pay 14 per cent plus a risk factor of 2 or 3 per cent to fund his capital. It does not exactly give him a competitive edge in Europe.

At those rates most traders are struggling for survival, with the failure rate growing to awesome levels.

Demand for many retail items, particularly carpets, furniture and wallpaper, depends on a flourishing housing market. The housing market has been killed by high interest

### Education and training: the anomaly in funding arrangements

From Mr Brian Jarvis.

Sir, Dr Ron Johnson's call for a training levy and the LSE report on the lack of funding for Techs ("Industrial bias seen in study of first Techs", December 3) both highlight what seems to be an anomaly in our funding arrangements for education and training.

Had my son decided to leave school at 16 and take up an engineering apprenticeship, the costs of his training would have been met by his employer, and his living costs met from wages with some support from parents.

However, he decided to stay on at school for a further two years and go to university to read for a degree in engineering; and consequently the government paid all tuition and training costs and only part of his living costs were met by parental contribution.

I cannot see the logic in this as both routes are industrial training routes. Surely it is time we regarded training for 16-18 year olds in the same way as education and training at university, as a charge on public funds.

Brian Jarvis,  
Ashanti, Lower Road,  
Chorleywood, Herts.

### Difficulties faced by smaller businesses

From Dr Sarah A. Vickerstaff.

Sir, If Techs are to persuade small businesses to improve their training record, as your article suggested ("An urgent need to turn the tide of history", November 26), recent research by the Canterbury Business School into small firms indicates that Techs will have to address the particular problems of smaller businesses head-on.

The companies in our study, whatever sector they were in, experienced similar difficulties in terms of resourcing their training effort, finding appropriate training and managing their training activities effectively.

Our research also showed that small firms find it difficult to assess the training on offer in the open market. Techs could do much to help small companies communicate their needs to training providers.

Techs also have much to offer in setting up a network of quality control and assurance, as small firms are often bemused by the range of courses being offered.

However, perhaps the single most important task for the Techs is to help small companies improve the return on current investment in training rather than simply urging greater expenditure. If training in small companies is to be improved in the long run, the basis for it must be the upgrading of what we can call the "training capability" of the organisation.

Sarah A. Vickerstaff,  
Canterbury Business School,  
University of Kent,  
Canterbury, Kent.

### The problem of "wage creep"

From D. O'Shea.

Sir, Brian Reading's letter ("And the human scrap-heap waits", December 18) about the British limitation of choice between inflation and unemployment is right on the point. I would agree with him that a Royal Commission might examine our problem in the sense that it should be taken out of politics to start with.

But I think that one of the conclusions is made obvious: the lack of skills in the UK work force. Our "wage-creep" is largely a function of supply and demand. We need larger supplies. We need many more "City Colleges", and for that we need to spend a lot of money for a long period.

There is no short cut. Studies on comparative standards in education and training show how far we are behind our competitors, and also how long it took the French to make up some of the leeway against Germany in this respect. It could be argued that the French effort was the response to an acceptance of the ERM, its disciplines, and thus the need for fundamental measures in productivity.

We should accept this also. There are many social, political and financial obstacles in the way of consensus, but we must attain this before the effort can be made.

D. O'Shea,  
93 Fulham Park, SW14

Why smoke with a glass of port when you can light a fire with Dow's.



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## 'SACRED TASK' FOR SOVIETS

## Gorbachev urges people to preserve union

By Quentin Peel in Moscow



The majority of Soviet citizens yesterday managed to celebrate the new year holiday in traditional style, despite the chronic shortages plaguing the state supply system.

Although the state shop shelves are empty, high-priced markets in Moscow were bulging with meat, fruit and vegetables on New Year's eve.

Several hundred enthusiastic revellers converged on Red Square to greet the new year in cheerfully drunken style, despite the apparent shortage of wine and vodka in the capital.

Mr Gorbachev admitted that the past year had been one of

tough times for the Soviet people that his reforms were still on course, despite a series of moves to accommodate conservative forces.

"The outgoing year has been difficult for the Soviet people, but it was a year of basic changes in society, a year of most difficult but necessary decisions," he said.

"They will enable our great country – and it will remain great – to overcome the crisis situation and make big strides towards stable and democratic progress."

Despite his determined optimism, the Soviet leader faces rough and complex negotiations with the 15 union republics over the coming weeks as he battles to lay the foundations for a renewed union treaty.

Although Mr Gorbachev was reassuring in his radio broadcast, his own parliament has just approved a Russian budget which would leave the central government effectively bankrupt. Both Mr Gorbachev and Republican leaders, includ-

ing Mr Yeltsin, have been given until January 10 to sort out their budget conflict and reach a temporary economic agreement.

A new year message also came from Marshal Dmitri Yazov, the minister of defence, who underlined the huge social and financial challenge still facing the Soviet armed forces.

While the military had scrapped 96.4 per cent of its medium-range nuclear missiles, and unilaterally reduced its strength by 500,000 men in 1990, he said, 177,000 military families were still waiting for their own apartments.

He told Tass that 24m sq metres of housing were supposed to be built for the armed forces over the next five years, with 2m sq metres paid for by Germany.

Marshal Yazov said 1991 would see the complete withdrawal of Soviet troops from Czechoslovakia, Hungary and Mongolia, and the beginning of "large-scale relocation of troops to Soviet territory from Germany".

As the markets brace themselves for the rigours of 1991, the big issues worrying them are significantly different from this time last year. Then the chief concern was inflation, followed by the distant possibility of recession and the astonishing events in eastern Europe. Inflation has since been tackled the hard way, with recession now a reality throughout the English-speaking world. Eastern Europe – the Soviet Union perhaps excepted – has proved more peaceful and less costly than expected. But the two chief worries for the markets now – the Gulf crisis and the risk of a world credit crunch – were not there year ago at all.

These two issues are in one important sense interrelated. A peaceful outcome in the Gulf would mean a further reduction in inflation through a lower oil price. This would involve gains in monetary policy around the world, thus taking pressure off the banking system. War in the Gulf, while incalculable in its general effects, would be pretty certain to mean the reverse.

With a proviso on that scale, the equity markets must proceed in the dark. But there is an important underlying question: whether the US and UK markets in particular are being held back by uncertainty from the recovery which might normally be expected at this stage of the economic cycle. In the US the answer will largely depend on the bond market, which we will come to in a moment. In the UK the position is direly complicated by a separate issue, the operation of the ERM.

**Profits share**

There is another reason for not assuming too readily that when the recovery in equities does arrive it will restore the valuations of the previous decade. In the second half of the 1980s in particular, the strength of the equity market was based on an unsustainable increase in the proportion of UK output accounted for by corporate profits. According to Phillips & Drew, trading profits as a share of GNP hit a peak of 18.1 per cent in 1988, having been 14.5 per cent four years earlier.

It was primarily because of this that dividends could rise by an astonishing 11 per cent a year in real terms in the period 1985-90.

Although that sort of growth is unrepeatable, it remains hard to shake off the impression of underlying strength in the UK market. Over the past month, analysts have been hacking back their profit forecasts for this year with increasing desperation. The market as a whole has held up regardless.

If the Gulf crisis were somehow magically to clear itself up with the expiry of the UN deadline on the 15th, the January rally would be on with a vengeance.

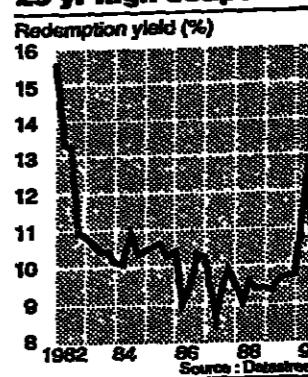
Every way one turns, the Gulf again. But it all comes back to the same proposition that a long war means repeated inflation. The converse is equally simple: no war, and the way is open for inflation to fall.

The bond market – for which inflation is ultimately the chief concern – would respond immediately. Equity markets would eventually follow suit in the classic late-recession pattern. The timing of that would be another matter, and it is still the case that the money is not to be made in the equity markets as it was in the late 1980s. The best outcome that barring accidents, the worst should be over.

## THE LEX COLUMN

## Saddam and the bond markets

## 25 yr high-coupons



all costs as it was a decade ago, so much the better for gilts. In the long run equities must gain as well; but not in such a short time. The recession will be longer and deeper than is presently in the price. Nor can it be assumed that in a permanently less inflationary world, equities would command the same premium relative to gilts as before.

## Supply threat

The other obvious qualification about a bond rally is the question of supply. A year ago, world bond markets collapsed because of the threatened cost of reconstructing eastern Europe at a time when Japanese liquidity looked like drying up.

Neither of these should be taken for granted. The threat of a surge in the oil price remains. Nor is it quite clear that inflation is under control in Germany and Japan. But if, for instance, agreement were reached on the GATT, it would involve gaining control of EC farm spending and thus reducing European food prices. And while the banks deserve little sympathy for the troubles they have brought upon themselves by excessive credit expansion, the fact remains that interest rates in the worst-hit economies must eventually be brought down if credit is not to dry up altogether.

## Profits share

There is another reason for not assuming too readily that when the recovery in equities does arrive it will restore the valuations of the previous decade.

Nevertheless, Mr Giulio Andreotti, the Italian prime minister, and Mr Gianni De Michelis, his foreign minister, were justifiably satisfied at the close of the Italian presidency at having attained the key objectives of launching the two IGCs at last month's Rome summit. If the Twelves succeed in making a qualitative leap towards monetary and political union, the preparations made during the Italian presidency will be seen to have been crucial.

Mr De Michelis' shrewd grasp of international events also enabled Italy to steer the Community towards coherent and effective reactions to the Gulf crisis.

He seized on the opportunity the crisis offered to put the question of security and defence collaboration firmly on to the EC's political agenda, even if in rather more ambitious terms than are likely to be achieved by the IGC on political union.

The Italian political class as a whole has to be credited with performing the valuable service to the EC of sustaining Mr Andreotti's coalition in power throughout the six-month presidential term.

The Italian presidency's achievement on single market legislation was not outstanding.

Mr Andreotti's coalition in power has been held together by a number of domestic political storms which in other circumstances could easily have brought it down with it.

Now the self-denying ordinance has been lifted, and Mr Andreotti may soon find himself swept away by that Italian genius for concocting political crises.

## Change in EC council signals shift in style

By David Buchan in Brussels and John Wyles in Rome



THE presidency of the European Council of Ministers, which yesterday changed from Italy to Luxembourg, is no longer the determining force it was in quiet times.

Holders of the six-monthly rotating EC chairmanship have recently found themselves bobbing along on a tide of events – German unity, Soviet disintegration, the Gulf crisis – which have been hard to control.

Now is the next half year likely to bring sufficient tranquillity for the imposition of any "grand design" for Community affairs by the Luxembourg presidency, even if it has one.

The handing over of the baton from Italy, a large country with exceptional ambitions for the Community and an extravagant way of putting them forward, will mean more of a change of style than of substance.

Luxembourg shares many of Italy's goals for the EC, but its very different temperament and its diminutive size guarantee that it will operate at a far lower key.

It is on the international stage that the change of presidency will be most noticed. This Friday, Mr Jacques Poos, Luxembourg's foreign minister, will chair a meeting of fellow EC foreign ministers on the Gulf crisis.

He may well find himself asked to fill the gap in US-Iraqi diplomacy by going to Baghdad himself.

Luxembourg, with a total population of 380,000, has no embassy in Baghdad, nor in any other Arab capital, leaving representation of its interests

there to the Netherlands, which takes over the presidency from July 1.

But, even with Dutch help, Luxembourg officials admit that external events like the Gulf will stretch them.

Also on Friday, another headache may start to trouble the Luxembourg presidency when the European Commission meets for a first discussion of how to reform the Common Agricultural Policy (CAP) in such a way as to break the impasse in the Gatt trade talks with the US.

Mr Jacques Delors, the Commission's workaholic president, has been using Christmas to hone ideas for helping EC farmers more by paying them cash directly, rather than propping up the market prices of their produce.

Luxembourg dislikes these ideas almost as much as such

hardline defenders of the CAP as France and Ireland, but it will have to put its distaste aside if it is to preside over reforms that could yet save the Gulf.

While the Gulf and Gatt problems which Luxembourg hopes will go away, the intergovernmental conferences (IGCs) on political and on economic and monetary union will last through and beyond its stint in the Council chair.

Mr Poos has said he wants to "buckle down" on most of the issues by the end of June. This would leave no major difficulties for the Dutch presidency, which itself aims to wrap up the negotiations by October.

Luxembourg itself has little problem with the agenda of the IGCs. It pooled its monetary sovereignty with Belgium in the inter-war period. The only

problem is that the political union it will be asked to allow for all EC expatriates to be allowed to vote in their host countries' local elections, one quarter of the grand duchy's population comes from other EC states, mainly Portugal.

In terms of completing the single EC market, Luxembourg will, as president, have to keep the Commission's proposals for VAT and excise tax rate approximation in front of the Council, even though as a country it would like to bury the whole dossier deep in the Ardenne.

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The Italian political class as a whole has to be credited with performing the valuable service to the EC of sustaining Mr Andreotti's coalition in power throughout the six-month presidential term.

The government has been badly buffeted by a number of domestic political storms which in other circumstances could easily have brought it down with it.

Now the self-denying ordinance has been lifted, and Mr Andreotti may soon find himself swept away by that Italian genius for concocting political crises.

## Harrods in fashion deal with Mitsubishi

By John Thornhill in London

HARRODS, the London department store, has signed an agreement with Mitsubishi Corporation, the Japanese trading company, to sell men's and ladies' fashion goods through "signature stores" in Japan.

Mitsubishi is currently negotiating with several Japanese retailing groups with a view to opening Harrods outlets within their department stores. It is hoped that about a dozen such shops will eventually open, producing annual sales of up to £20m (\$36.5m) within five years.

Harrods already sells food products through nine outlets in the Mitsukoshi department stores in Japan, generating sales of almost £20m a year.

Mitsubishi will import a range of products and accessories from the Harrods Collection while other clothing items will be manufactured in Japan for Mitsubishi as Harrods does for its own stores.

Mr Nobuo Kobayashi, chairman of Mitsubishi Corporation, said Harrods represented "the taste of England".

Harrods has always opposed opening new department stores abroad fearing that this might dilute the cachet of the 140-year-old store in the Knightsbridge area of London. But the store has promoted the Harrods brand internationally by

opening small "signature stores" in international airports such as Frankfurt in 1986 and Heathrow last year.

It will open another of these stores at Toronto airport next month. It also has shops on the QE2 liner and the Queen Mary, moored at Long Beach, California.

The Japanese have developed a keen appetite for western luxury goods in recent years. In the UK this has led to the Japanese Renown group buying Aquascutum, the fashion chain, and Asos Group, forging a trading partnership with Laura Ashley, the fabrics, frocks and furnishings company.

Harrods believes that its clothes will sell well in Japan and it has carefully analysed the purchases made by Japanese businessmen and tourists at its Heathrow store.

By matching purchase receipts and boarding passes, Harrods has been able to determine which are the most popular goods among Japanese tourists.

Mr Mohamed Al Fayed, Harrods' chairman, said that Harrods was a "magic" name and that the company was keen to exploit it internationally.

The House of Fraser group, which owns the Harrods store, has been dogged by controversy in recent years.

Commercial lending rates

are expected to fall by a third over the coming week as the new policies, yet to be detailed, are implemented. Lending rates among the nation's 109 banks currently average 30 per cent. Although inflation is probably more than the official figure of 12 per cent a year, Nigeria has one of the highest real interest rates in the world.

A Central Bank official said yesterday that the new base rate would be around 14 per cent. Commercial and merchant banks would then be allowed to add a further 2 per cent for administrative costs, and up to 4 per cent as compensation.

The move comes just a few weeks after changes which make the daily foreign exchange auction more competitive. Banks bid for the hard currency made available by the Central Bank. From eight naira to the dollar in mid-November, the rate has fallen to a historic low last Monday of 9.25.

The currency is expected to stabilise, however, as a result of Mr Babangida's announcement yesterday that there is to be a 25 per cent increase in the foreign exchange offered at auction. This will make \$3.4bn available in 1991.

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## INTL. COMPANIES &amp; FINANCE

## La Générale sells stake in Sibeka

By Kenneth Gooding, Mining Correspondent

**SOCIETE GENERALE**, de Belgique, Belgium's largest company, has shuffled its portfolio again by selling a 5.4 per cent stake in Sibeka, a diamond company, to Ace-Union Minière for BFr6.5m (US\$218m).

La Générale owns 82 per cent of Ace-Union, which is responsible for La Générale's non-ferrous metals operations.

The other big shareholder in Sibeka (Sté d'Entreprise et d'Investissements) is De Beers, the South African diamond group.

An Ace-Union official said the deal would bring Ace-Union closer to De Beers but denied recent Belgian newspaper reports that De Beers would take a shareholding in Ace-Union.

Ace-Union paid BFr12,000 each for 575,131 Sibeka shares, slightly below the average price for the past six months. Sibeka is not quoted

but small amounts of its stock are traded by auction on the Brussels Stock Exchange.

Ace-Union, which is an important European zinc and copper producer, said the acquisition would diversify its assets in a way that should reduce the influence of the business cycle on its financial results.

The company insisted that the acquisition would have a positive impact on its results even when the cost of the transaction was taken into account.

It said the goodwill from the transaction would be amortised over 20 years and would amount to about BFr12m a year.

Ace-Union had a taxable profit of BFr3.7bn in the first half of 1990, down 40 per cent on the same months of 1989.

## Top Belgian holding groups closer after share swap

**SOCIETE Générale**, de Belgique, the Belgian holding company, and holding companies controlled by Mr Albert Freire, the Belgian industrialist, agreed to a complex share swap that would bring Belgium's two dominant holding company groups — La Générale and Groupe Bruxelles Lambert — closer together.

The deal will also reduce Compagnie Financière de Suez's 5.6 per cent stake in La Générale to 5.1 per cent, a La Générale representative said.

The deal means that one of GBL's minority shareholders, Compagnie Nationale à Portefeuille, will own 2.7 per cent of La Générale, said La Générale.

The deal will also raise La Générale's stake in Fibelar, CNP's majority shareholder, to 19 per cent from 10 per cent, the representative said.

The agreement is a sequel to

another share swap agreement reached in September between Suez and Compagnies Européennes Réunies, which resulted in Cérus cutting its stake in La Générale to 9.96 per cent.

Tractebel, an energy and communications affiliate of La Générale, will also swap 214,573 of the La Générale shares for a 1 per cent stake in CNP.

La Générale said it was also negotiating to sell 700,000 shares to an unnamed financial institution. It added that it would keep the remaining 433,760 shares which could be reserved for the company's stock option plan.

La Générale said it had raised BFr17bn in cash through several recent asset sales and would use the proceeds to slash its BFr350m debt.

La Générale said its debt would be cut by BFr17bn as a result of the asset sales.

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The agreement is a sequel to

BENCHMARK GOVERNMENT BONDS						
	Coupon	Red Date	Price	Change	Yield	Week ago
UK GILTS	13.500	08/92	102.30	-	11.54	11.54
	9.000	03/90	89.14	-08/82	10.84	10.76
	9.000	10/88	88.25	-05/82	10.38	10.38
US TREASURY	8.500	11/90	102.58	+15/32	8.05	8.11
	8.750	08/90	102.40	-15/32	8.24	8.46
JAPAN	No 119	08/90	88.1065	+0.047	7.04	7.13
	6.400	03/90	98.3457	-	6.69	6.73
GERMANY	5.000	10/90	100.0000	-0.050	8.89	8.82
FRANCE	BTAN	11/95	95.3961	+0.023	10.23	10.11
OAT	5.500	05/90	98.0000	+0.010	9.99	10.04
CANADA	10.500	03/01	101.3500	+0.150	10.26	10.27
NETHERLANDS	9.250	11/90	100.2500	-0.170	9.21	9.17
AUSTRALIA	13.000	07/90	105.1721	-	12.07	12.23
BELGIUM	10.000	08/90	99.8000	-0.060	10.07	9.81
All Sources are latest available						
Yield	Local market standard					

Prices: US, UK in 32nds, others in decimal.

Technical Data/ATLAS Price Sources

FT/ABCD INTERNATIONAL BOND SERVICE						
Listed and the latest international bonds for which there is an adequate secondary market.						
	Issue	Red	Yield	Issue	Red	Yield
U.S. DOLLAR STRAIGHTS	100	8.675	8.675	OTHER STRAIGHTS	100	10.125
ASIAN NATIONALS 7/93	100	8.675	8.675	ASIAN NATIONALS 7/93	100	10.125
ASIAN 8/92	100	8.675	8.675	ASIAN 7/93	100	10.125
ASIAN 8/93	100	8.675	8.675	ASIAN 7/94	100	10.125
ASIAN 8/95	100	8.675	8.675	ASIAN 7/95	100	10.125
ASIAN 8/96	100	8.675	8.675	ASIAN 7/96	100	10.125
ASIAN 8/97	100	8.675	8.675	ASIAN 7/97	100	10.125
ASIAN 8/98	100	8.675	8.675	ASIAN 7/98	100	10.125
ASIAN 8/99	100	8.675	8.675	ASIAN 7/99	100	10.125
ASIAN 8/00	100	8.675	8.675	ASIAN 7/00	100	10.125
ASIAN 8/01	100	8.675	8.675	ASIAN 7/01	100	10.125
ASIAN 8/02	100	8.675	8.675	ASIAN 7/02	100	10.125
ASIAN 8/03	100	8.675	8.675	ASIAN 7/03	100	10.125
ASIAN 8/04	100	8.675	8.675	ASIAN 7/04	100	10.125
ASIAN 8/05	100	8.675	8.675	ASIAN 7/05	100	10.125
ASIAN 8/06	100	8.675	8.675	ASIAN 7/06	100	10.125
ASIAN 8/07	100	8.675	8.675	ASIAN 7/07	100	10.125
ASIAN 8/08	100	8.675	8.675	ASIAN 7/08	100	10.125
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ASIAN 8/28	100	8.675	8.675	ASIAN 7/28	100	10.125
ASIAN 8/29	100	8.675	8.675	ASIAN 7/29	100	10.125
ASIAN 8/30	100	8.675	8.675	ASIAN 7/30	100	10.125
ASIAN 8/31	100	8.675	8.675	ASIAN 7/31	100	10.125
ASIAN 8/32	100	8.675	8.675	ASIAN 7/32	100	10.125
ASIAN 8/33	100	8.675	8.675	ASIAN 7/33	100	10.125
ASIAN 8/34	100	8.675	8.675	ASIAN 7/34	100	10.125
ASIAN 8/35	100	8.675	8.675	ASIAN 7/35	100	10.125
ASIAN 8/36	100	8.675	8.675	ASIAN 7/36	100	10.125
ASIAN 8/37	100	8.675	8.675	ASIAN 7/37	100	10.125
ASIAN 8/38	100	8.675	8.675	ASIAN 7/38	100	10.125
ASIAN 8/39	100	8.675	8.675	ASIAN 7/39	100	10.125
ASIAN 8/40	100	8.675	8.675	ASIAN 7/40	100	10.125
ASIAN 8/41	100	8.675	8.675	ASIAN 7/41	100	10.125
ASIAN 8/42	100	8.675	8.675	ASIAN 7/42	100	10.125
ASIAN 8/43	100	8.6				

## INTERNATIONAL COMPANIES AND FINANCE

## New year heralds curbs on corporate debt investment

Patrick Harverson on the SEC's plan to protect investors if funds become over-exposed to high-risk paper

In an already severely squeezed US credit market, the Securities & Exchange Commission is planning to tighten restrictions on investment in corporate debt by money market funds.

The proposed restrictions will affect the \$15bn of commercial paper and short-term corporate IOUs - rated below top grade which are currently held by registered money market funds. They could force some lower-rated issuers out of the commercial paper market altogether.

The SEC's move is backed by the money market funds but opposed by US corporations. It comes at a time of deepening concern among investors, regulators and politicians about the quality and size of US corporate debt borrowing.

The savings and loan industry disaster, the collapse of the junk bond market and the increasingly shaky state of the US banking system have all highlighted the damage that bad debt can do.

The aim of the planned restrictions is to protect investors if money funds become over-exposed to high-risk commercial paper.

At the heart of the new code is the requirement that funds invest no more than 5 per cent of their assets in commercial paper rated below the top grade, with no more than 1 per

cent in the paper of any one issuer.

At the moment funds can invest as much as they wish, although in practice they hold about 10 per cent of their assets in paper rated grade two or below.

The rule-tightening was

spurred by the defaults last

year of two issuers of grade

two commercial paper, Integrated Resources and Mortgage

& Realty Trusts.

Investors in money funds did not lose any money as a result of the defaults, because the financial institutions managing the funds which held defaulted paper took over the losses themselves. But the SEC was worried enough by the defaults that it began to look for ways to strengthen investor protection.

The SEC's concern about the quality of grade two paper is shared by the money funds.

The Investment Company Institute, the trade organisation representing money funds, supports the proposed changes.

In fact, it wants the SEC to go all the way and ban holdings of grade two paper outright.

Although the SEC is keen to impose tighter control on investment in higher risk paper, it is unlikely to accede to the institute's request for a complete moratorium.

Money managers are happy

to accept stricter limits on their paper holdings because they hope it will strengthen investor confidence in the security of their funds. The main attraction of money funds is that they guarantee investors that the dividend on their investment will not fall below 1% a share.

If issuers default on their paper, funds are faced with the choice of taking the loss and paying out dividends below \$1

higher price, or to go elsewhere.

They also feel that the restrictions will give too much power to the five big US credit rating agencies (Standard & Poor's, Moody's, Fitch, McCarron and Duff & Phelps) whose ratings will determine whether an issuer has a ready market for its paper.

Mr John Tierney, chairman of Chrysler Financial, wrote in a letter to the SEC responding

to the proposed changes: "Adoption of the proposed amendments would shift the decision process of determining the eligibility of commercial paper for investment by money market funds from the individual money market managers to the established rating agencies."

Chrysler Financial, the fourth largest finance company in the US with \$10.6bn of commercial paper outstanding in 1989, was worried enough that under the SEC's tighter restrictions the amount of its paper held by money funds would be reduced by 4.5bn to \$1.5bn.

It is the worst thing that could be happening in an economic downturn," says Mr Brad Sparks, treasurer of MCI Communications, which has \$900m in commer-

cial paper outstanding.

Those affected by the proposals have put forward recommendations to the SEC. Chrysler suggested that quality of debt should be judged under different criteria, such as using historical ratios of earnings to fixed charges.

A further alternative, proposed among others by Sparks of MCI and Mr Daniel Donoghue of rating agency Duff & Phelps, is to increase the disclosure requirements for each fund.

Publishing the percentage of average daily balances invested in low-grade paper would allow investors to select the fund that best matched their appetite for risk, says Mr Donoghue.

Although the SEC has listened to what the issuers have to say, the chances of the SEC reversing direction are slim

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Corporate issuers also argue that if the large companies that would normally use the commercial paper market are forced to borrow from banks instead, banks will have less money to lend to smaller companies.

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A further alternative, proposed among others by Sparks of

**Until 31 December 1990  
We were here**

1st January 1991  
We are here.

# FRANCE

Beghin-Say.....  
Do. Certs .....

Bongrain.....  
Bouygues.....  
CFAO .....

CGIP.....  
CMB Packaging.  
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Casino.....  
Cetelem.....  
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Ciments Fr.....  
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On 1st January 1991, the name CGE disappeared from the Stock Exchange listings. It has been replaced by Alcatel Alsthom, a name which reflects our positions as a world leader in the fields of commun-

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Ciments Fr. ....  
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cation, energy, transport and allied services. It's a name that will make us internationally recognisable and, therefore, more competitive. So from 1st January 1991, look for us higher up the list.

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## UK COMPANY NEWS

## Telfos forced to defer preference share payment

By Clay Harris

TELFOS HOLDINGS, the locomotive and railway rolling stock group, has been forced to defer the dividend due to be paid today on its 9 per cent preference shares.

The company's ordinary shares, on which no further dividends can be paid until the preference payment is made up, fell 7p to 105p after the announcement on New Year's Eve.

Telfos also extended its financial year end by three months to March 31, a delay intended to enable the proceeds of planned disposals to strengthen the published balance sheet.

It added that no indication had been received of the terms or price of a possible takeover offer which a client of I.M. Securities last month said it was contemplating. The potential suitor is Jennebacher, the Austrian rolling stock company, which holds about 2 per cent of Telfos.

Telfos said additional provisions arising from the agreed sale of its one-third stake in Euro-magnetics Holdings, a manufacturer of magnetic storage media, had left insufficient distributable

reserves to pay the dividend, which would have cost £134,000 including advance corporation tax.

It said £2.1m of guarantees relating to Euro-magnetics had been called, £1.6m more than included in November's "interim assessment" which led to Telfos making a £7.1m provision against investments and contingent liabilities.

Telfos said it had a positive cash balance and treated the preference dividend omission as a technicality, noting that full provision had already been made for unrealised losses or other fall in assets' value, but that no account could be taken of unrealised gains or increased value.

The board said it was "pursuing a policy which should result in the balance of distributable reserves becoming positive in the next three to six months." The deferred preference dividend would be paid as soon as legally possible.

In 1989, Telfos reported pre-tax profits of £5.27m on turnover of £44m. On Monday, it said an unaudited report for the 12 months to December 31 would be issued in due course.

## Completion day for British Sugar sale

By Simon London

The sale of British Sugar to Associated British Foods by Berisford International is due to be completed today after approval by the companies' shareholders at extraordinary general meetings last Friday.

The transaction will wipe out £880m of borrowings from Berisford's total debt burden of more than £1bn.

ABF will pay £55m in cash plus £13m of net profit covering the period from British Sugar's year end on September 30 to the completion date.

ABF will also assume £144m of British Sugar's debt and repay an additional £135m.

In the year to September 30, British Sugar made operating profits of £118m, before interest payments, on sales of £718m.

Berisford paid £28m for British Sugar in 1988. Before the sale, ABF had £1.25m held in cash and short-term securities.

## Fairhaven International £6m oil tanker disposal

By Michiyo Nakamoto

BLANDFORD Offshore Services, a wholly-owned subsidiary of Fairhaven International, the specialist oil, gas and petrochemical construction company, has announced the sale of its oil tanker, the Knock Bennan, to Atlan Shipping and Atlan Shipping.

Fairhaven will accrue £11.25m (£5.9m) from the disposal, after allowing for the costs of cancellation of charter agreements. It plans to use the proceeds to repay bank loans secured on the vessel. There will be no significant gain or

loss from the sale.

Mr James Davidson, chairman of Fairhaven, said that the decision to sell the tanker came in the wake of a strong upsurge in the offshore construction business which has encouraged the company to concentrate on its core business.

In the six months to June, the company reported interim pre-tax profits of £5.81m against £1.31m, and "business in the second half has been at least as good", Mr Davidson said.

Sir Denys said the coming year would be a test of ICI's quality. Measures taken now would ensure the group could take advantage of opportunities in eastern Europe, the single European market and the growing Asia-Pacific region.

However, the year was beginning with business confidence much lower than a year ago and with "even greater uncertainty about world economies, overshadowed by the crisis in the Gulf," he said.

## Golden Vale extends Welsh dairy interests

GOLDEN VALE, the Cork-based dairy-products concern, has extended its Welsh interests with the purchase of two milk delivery concerns, writes Anthony Moreton.

It has paid £3.5m for E Ladbrook of Bridgend and Collins Dairies of nearby Llantrisant.

Golden Vale moved into Wales in 1989 with the purchase of Ceredigion Dairies of Cardiff.

Pursuant to the R&I Bank Act 1990 ("Act") of the State of Western Australia, on 1 January 1991, the whole of the business undertaking of The Rural and Industries Bank of Western Australia ("State Bank") and all its assets, rights and liabilities were, as a matter of Western Australian law, transferred to a new wholly owned subsidiary, R&I Bank of Western Australia Ltd ("R&I Bank Ltd").

R&I Bank Ltd is constituted by the Act as a bank and as an agency through which the State of Western Australia will engage in State banking. R&I Bank Ltd will be the entity through which the banking business of the State Bank will continue.

All the assets, rights and liabilities of the State Bank have been succeeded to by R&I Bank Ltd.

The State Bank has changed its name to R&I Holdings and will remain as the non-banking parent company and holder of 100% of the issued shares in R&I Bank Ltd.

R&I Bank Ltd and R&I Holdings are guaranteed by the State of Western Australia.



**ESKOM**  
(formerly Electricity Supply Commission)

12½% US-\$ 75,000,000 Bonds of 1985/1991

Repayment as per February 15, 1991

According to § 3 of the Loan Terms all Bonds will be redeemed at par on February 15, 1991.

The Bonds will be paid at the following banks:

Commerzbank Aktiengesellschaft, Frankfurt/Main  
(Principal Paying Agent)  
Union Bank of Switzerland, Zurich  
Banque Internationale à Luxembourg S.A., Luxembourg  
Crédit Lyonnais, Paris  
Kredietbank N.V., Brussels  
Nedbank Limited, London

The Bonds shall cease to bear interest as per February 14, 1991.

The coupon as per February 15, 1991 will be paid separately.

Johannesburg, Republic of South Africa, December 1990

ESKOM

### CORRECTED NOTICE ALLIANCE AND LEICESTER BUILDING SOCIETY

Japanese Yen 10,000,000,000  
Floating Rate Notes due 1993

In accordance with the provisions of the Notes, notice is hereby given that for the six month period 27th December 1990 to but excluding 27th June 1991 the Notes will carry an interest rate of 9.46% p.a. plus 1.50% p.a. The Coupon will be Japanese Yen 376,466 on the Notes of Japanese Yen 10,000,000. The relevant interest payment date will be 27th June 1991.

Mitsui Taiyo Kobo Trust  
International Limited  
(Agent Bank)

### THE BSS GROUP PLC

Notice is hereby given that the ordinary share transfer books will be closed from 12th January to 23rd January 1991 both dates inclusive.

By order of the Board  
D Johns  
Company Secretary

13th December 1990  
Fleet House  
Leicester LE1 3QQ

## TRANSFORMATION IN EASTERN EUROPE

The FT proposes to publish this survey on

February 4 1991.

It will be of particular interest to the 54% of the Chief Executives in Europe's leading companies who are regular FT readers. If you want to reach this important audience, call Henry Krzymuski on 071 873 3699 or fax 071 873 3079.

### FT SURVEYS

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TRAVEL appears every  
Saturday.  
Order your copy today.**

### Republic of Venezuela

U.S. \$262,720,000

Floating Rate Notes Due 1995

In accordance with the terms and conditions of the Notes, notice is hereby given, that the interest rate for the Interest Period from 31st December, 1990 to 28th June, 1991 is 9.46% p.a. The Coupon Amount payable on the 28th June, 1991 for notes of U.S. \$10,000 and U.S. \$100,000 is U.S. \$456.82 and U.S. \$4,568.23 respectively.

Bankers Trust  
Company, London  
Agent Bank

## UK pension fund value falls by 11%

By Richard Gourlay

THE VALUE OF UK pension funds fell by 11 per cent in 1990 as fears of recession and high interest rates hit many world stock markets, according to a study of 2,500 pension portfolios with assets of £220bn.

As a result returns on portfolios for the year will be the lowest recorded since 1974, according to the study by the W.M. Company, an Edinburgh-based performance measurement consultant.

Taken over longer periods, investment returns still exceed the main inflation indicators. The five years to end 1990, for example, yielded a return of 11 per cent compared to retail price rises of 6 per cent and

average earnings increases of 9 per cent, the study said.

The study covered funds accounting for 90 per cent of the value of the UK pension fund market and assessed the average returns on the funds.

On average, the funds are expected to have performed in line with the FT-A All Share Index, which fell 10 per cent over the year. But they will have outperformed the Overseas Equities index, which fell 28 per cent, and the FTSE 100, which fell 24 per cent respectively.

In terms of asset structure, 54 per cent of total assets were invested in UK equities at the beginning and the end of the year. There was a one percentage point increase in the holding of UK bonds, to 6 per cent, and Overseas Bonds, to 3 per cent, while cash holdings rose

two percentage points to 8 per cent.

The trend towards less investment in overseas equities continued, and accounted for 20 per cent of total assets, down two percentage points by the end of the third quarter. Investments in cash and UK bonds yielded the highest returns with the indices rising 16 and 8 per cent respectively.

The worst returns came from Overseas Equities and overseas property, with the FTSE 100, which fell 28 per cent respectively.

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### COMPANY NEWS IN BRIEF

#### ASSOCIATED BRITISH

Consultants has acquired Mavita, a private company involved in computer aided design and contract draughting. Consideration was £500,000, comprising £300,000 cash and the issue of an £200,000 unsecured loan note.

Additional consideration up to £500,000 depends on Mavita's performance.

**BABCOCK INTERNATIONAL** has acquired King-Wilkinson, a UK-based engineering company, for an initial consideration of £2.3m (£1.2m cash).

Further consideration of up to £1.7m may become payable in February.

**BETT BROTHERS** has sold its Newlandsfield, Glasgow, site to a national supermarket chain, which will give rise to a revenue profit of £4.5m. Directors warn that further provisions may be necessary against property developments in the south and south-east.

**CABRA ESTATES** has sold two trading assets for £4.15m. The properties are located at Stoke-on-Trent and were part of the original portfolio purchased from the Summit Group in

November 1989.

**COOK (WILLIAMS)** has bought the assets and trade and other creditors of the Unitcast division of NACCO. Consideration is a maximum £14m cash, payable in four stages. Unitcast, based in Toledo, Ohio, supplies steel castings to the railroad, road freight, materials handling, construction, military and mining industries in the US.

**CRESTA HOLDINGS** has further rationalised by the sale for £800,000 of Print Centres, its Isle of Man printing and publishing company, to Manning Printing.

**EPWIN GROUP** is investing a further £1m in its Telford uPVC extrusion factory, thereby increasing output capacity by 20 per cent.

**EMESS** has entered into a grant and leaseback arrangement on its property at Hanworth Trading Estate with Hambrus Leasing for a premium of £1.2m cash. The consideration will be used to reduce indebtedness and increase working capital.

**ENERGY AND TECHNICAL SERVICES**, a subsidiary of Compagnie

from Midway Holdings. Terms of the acquisition were not disclosed. Kimball offers an extensive line of printers and labels.

**NEWMAN TONES** Group has acquired O Mustad & Fils, a Rouen-based manufacturer of door control equipment, for an initial FFr 10m (£1m) cash with additional deferred amounts totalling FFr 6m.

**SEAFIELD** has formed a joint venture company with Moneywest, a specialised real estate development and distribution company currently involved in projects in Texas and Europe. Seafield will inject an initial £300,000 into Moneywest and make a line of credit available over the next 12 months of £700,000.

**UNION SQUARE** has conditionally agreed to sell AG&S to Mr Anthony Green and Mr Antony Spencer, joint managing directors of Union Square. Consideration is £100,000 but Union Square will buy back property management business and pay AG&S £24,000. Mr Green and Mr Spencer will leave Union Square but retain their shareholdings.

### BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. The dates given are those at which the company proposes to consider dividends. Official indications are not available as to whether the dividends will be paid in cash or whether the dividends shown below are based mainly on last year's dividends.

TODAY Interim- Klemmert-Benson QSR Fund.

FUTURE DATES  
Interim- AG&S  
Bank (Sidney) Q  
Cawthron  
McDonald Electronics  
Members  
Aldershot Holdings  
BAT Industries  
Group Dev. Corp. Trust  
Smith & Nephew

Jan. 5  
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## UK COMPANY NEWS

## Three categories for success

Jane Fuller on the formula behind Spring Ram's prodigious growth

**A**SK MR Bill Rooney, chairman of The Spring Ram Corporation, what has been the secret of the bathroom and kitchen company's prodigious growth and he replies "magic beans" and runs from the room to bring in a jar full of brightly coloured little beans.

"We tell people that we each eat one of these every day because they won't believe that it is just common sense."

Whatever the explanation, the outcome is a group that showed an annual rate of pre-tax profit growth of 53 per cent in its first 10 years of operation. The only apparent blemish on its record is a failed attempt to sell bathrooms through an automotive distributor, which led to a \$1.2m extraordinary charge in 1989.

Spring Ram recently celebrated its 11th birthday in a tough year for companies related to the UK housebuilding and home improvement markets.

Nevertheless, it is estimated to have increased pre-tax profit by about 25 per cent to \$30m in 1990, on similar sales growth to \$150m. Its performance has earned the CBI's 1990 Business Enterprise Award.

It has increased market share in both bathroom suites and kitchens. In the former it claims 20 per cent, behind Armitage Shanks, a subsidiary of Blue Circle Industries, and Caradon, part of MB Group.

While in kitchens, headed by the manufacturer-retailers MFI and Magnet, it has grown to nearly 12 per cent.

Bearing in mind that the UK kitchen market alone is worth about \$1bn a year, Mr Rooney argues that even if 1990 did see a 10 per cent decline, there is still huge pool to fish in.

Leaving magic beans aside, his explanation of the group's success falls into three categories: market-led products of guaranteed quality at lower, unchanging prices; short delivery times; the company's standard is 48 hours; and motivated people, notably the 40 directors who run 12 constituent companies.

The subsidiaries have typically developed organically in a process similar to biological budding. In 1989, for instance, the Chippendale range of kitchens became a subsidiary in its own right.

So far the group, which joined the main market in



Francis Galvin (left), chief executive of the kitchens division, with David Riley, his counterpart in the bathrooms sector

December 1985, has run up against capacity constraints rather than flagging demand in markets that have generally grown with consumer affluence. Its expansion plans run to \$25m over the next three years, which will more than double factory space to 25m sq ft and increase the workforce from 1,650 to just over 3,100.

One of the few questions raised by analysts was how the company would handle such a rapid increase in capacity.

The plan contains several Spring Ram hallmarks. First, it owns the land; second, it plans to finance the programme from its own resources; and third, it will go for the most technically advanced equipment.

In contrast to MFI and Magnet, which became burdened with debt through buy-outs, Spring Ram had built up \$15.2m cash by the end of 1989.

If it maintains its record of setting aside less than 5 per cent of after-tax profit for dividends, the pot is likely to have doubled in 1990.

Having highly automated plant has been an important factor in keeping down unit costs. In ceramics, Mr Henry Johnston, production director at Spring Bathrooms in Bradford, said the jobs had been "de-skilled", making them more appropriate for a non-Potteries workforce. The policy also facilitates the avoidance of unionised and restrictive craft working.

Centrepiece of the \$25m investment programme will be a new 700,000 sq ft ceramics factory, including a tile-making plant to replace the present stream of imported products.

Mr Rooney said only 40 per

cent of the UK tile market was being satisfied by domestic producers.

Import replacement has been a strong theme in Spring Ram's expansion. At its 500,000 sq ft kitchens factory at Scunthorpe, workers are being trained to use new woodworking machinery to make cupboard doors previously bought in Taiwan and Italy.

The lines do not just supply in-house needs. Mr Alan Bell, managing director of Next Dimension, which makes own-label ranges for such customers as B&Q, said that of the 14,000 worktops produced each week, only 3,000 went to the group.

Apart from modern machinery, another critical factor in managing costs has been use of the group's growing muscle to keep down raw material prices.

Mr Francis Galvin, main board director for the kitchen division, said: "We get maintained prices by assuring orders a long way ahead and by offering growth."

Part of the bargain driven with suppliers sounds a little less sweet, but it does illustrate the group's canny approach to funding.

Spring Ram takes an average of 70 days to pay, while it collects debts in 28. This brand of cash management has helped interest income to be the third largest profit earner.

As the group uses up funds and perhaps goes into debt to fund the building programme, one of the questions is whether developing businesses, such as the woodworking plant, will come through with profits on schedule to fill any gap.

Meanwhile, the drive to keep

down costs is evident in

every corner of the operation.

At the ceramics factory, excess

slip and broken pieces are

recycled, while at Scunthorpe,

sawdust sucked up from the

woodworking machines fuels

the heaters.

In one area, however, there

is an apparent duplication (or

more) of effort. Each subsidiary

has its own sales force,

which can lead to several visits

to the same retailer.

The advantage is that each

range of products is pushed in

a dedicated way, five days a

week. Mr Galvin described

each subsidiary as "aiming at a

different socio-economic group

and run by a different type of

guy".

Once the retailer is enlisted

- it may be a builders' merchant, DIY supermarket or independent high street specialist

- it is guaranteed a fixed

margin on sales.

"We also do all the promotion,

displays, literature, advertising

and training," said Mr Galvin.

So far the whole operation

has created a virtuous circle of

increased volume, lower unit

costs and bigger profits.

The group's executives exude such optimism about the future that one of the few doubts raised in speaking to them is whether they would be loath to sour the atmosphere by admitting a mistake.

Although the spectacular

progress of the 1980s cannot be

maintained, analysts are con-

vinced that the present plans

will keep profits growing for

the next few years, although

one did temper his praise by

saying that some of Spring

Ram's advance could be put

down to weak points in the

competition.

According to the directors,

the group must keep coming

up with good ideas aimed at

large markets. Moving into furniture for other parts of the house would be an example.

To implement the ideas, hav-

ing the confidence to keep

investing is a key factor. "The

industry is full of under-capi-

talised companies," said Mr

Galvin.

As the group gets bigger,

two of its strengths will be

increasingly tested: the ability

of central management to com-

bine financial discipline with

appropriate backing for entre-

preneurial ideas, and the infor-

mation

between the heads of

semi-autonomous businesses.

This announcement appears as a matter of record only.

EURO  
TUNNEL

Eurotunnel P.L.C.

Eurotunnel S.A.

Rights Issue  
to raise £566 million

The financial advisers to Eurotunnel were

Morgan Grenfell

and

Banque Indosuez

December 1990

AN HISTORIC  
BREAKTHROUGH  
FOR  
FINANCING

ON SATURDAY, 1st December 1990, the breakthrough in the service tunnel under the Channel took place and land travel between Britain and the Continent became a reality. MORGAN GRENFELL'S commitment to the project stretches back over more than thirty years leading up to this historic event. STARTING in the 1950s, we helped finance engineering studies and we have continued our support for the project ever since. IN 1985 we concluded that it would be feasible to finance the tunnel within the private sector and we were appointed as joint adviser to the group which formed Eurotunnel and was awarded the channel tunnel concession. IN 1986 AND 1987, as part of the Anglo-French advisory team which designed the complex financing programme for Eurotunnel, we advised on structuring the credit facilities and on raising the equity finance leading up to the simultaneous public share offers and listings in London and Paris. DURING 1990 we acted for Eurotunnel in arranging and underwriting a unique long-term stand-by equity facility and its rights issue of twinned shares. IF YOU WANT ADVICE on corporate financing, including primary capital issues, call RORY MACNAMARA at Morgan Grenfell - our commitment can be measured in decades.

MORGAN GRENFELL

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New York, NY 10022FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPERISLE OF  
WIGHT

The FT proposes to publish this survey on  
March 21st 1991.  
It will be of particular interest to the 54,000 businessman involved in the decision making about Relocating Premises who are also regular FT readers. If you want to reach this important audience, call Clive Radford 0272 292565 or fax 0272 225974.

FT SURVEYS

Copies of the Company's Report and Accounts for the period ended 30th September 1990 containing particulars in relation to the Company may be obtained during normal business hours on 2nd and 3rd January 1991 from the Company Announcements Office, The International Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD and during normal business hours on any weekday (Saturdays and public holidays excepted) between 2nd January 1991 and 16th January 1991 from the registered office of Harry Ramsden's plc at Larwood House, White Cross, Guiseley, Leeds LS20 8LZ and from Greig Middleton & Co. Limited, Harry Ramsden's stockbroker and financial adviser, at 66 Wilson Street, London EC2A 2BL.

2nd January 1991







## LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 071-825-0126

## MOTORS, AIRCRAFT TRADES

Contd

1990	Stock	Price	Div	Yield	Net	CWY	P/E
127	133Nevon Corp	125	1.5	1.2	1.0	1.0	12.0
128	140Vicor Corp	140	1.0	0.8	0.7	1.0	12.0
129	145Dentex S	145	1.0	0.8	0.7	1.0	12.0
130	146Dentex S	145	1.0	0.8	0.7	1.0	12.0
131	147Dentex S	145	1.0	0.8	0.7	1.0	12.0
132	148Dentex S	145	1.0	0.8	0.7	1.0	12.0
133	149Dentex S	145	1.0	0.8	0.7	1.0	12.0
134	150Dentex S	145	1.0	0.8	0.7	1.0	12.0
135	151Dentex S	145	1.0	0.8	0.7	1.0	12.0
136	152Dentex S	145	1.0	0.8	0.7	1.0	12.0
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## CURRENCIES, MONEY AND CAPITAL MARKETS

## CURRENCIES AND MONEY MARKETS

## Rates end 1990 on quiet note

THE CURRENCY and money markets ended 1990 on a quiet note with most key rates broadly stable. Changes in foreign exchange rates were due to position squaring as corporations made last-minute adjustments before the year end to their currency holdings.

Sterling was given a lift after Mr Norman Lamont, UK Chancellor of the Exchequer, restated the UK government's view that economic pressures would not force a devaluation of the pound or a cut in interest rates. He said sterling's position within the European exchange rate mechanism would determine whether there could be any changes in monetary policy.

In spite of Mr Lamont's remarks the pound remained the weakest currency in the ERM. Mr Steve Barrow of Chemical Bank said this was partly due to the D-Mark's strength, but was also because the market feared that any sustained rise by sterling would tempt the authorities to reduce rates. The pound rose to DM2.8850 from DM1.4975; to \$1.9300 from \$1.9220; to FF79.3200 from FF75.0755; and at FF75.0875 from FF75.0975; but higher at Y135.65 from Y135.65.

The Italian lira was slightly easier, although larger losses

were prevented by the intervention of the Italian central bank, which sold DM121m and Ecu14.5m at the Milan fixing. The D-Mark was fixed at DM1.5440, up from DM1.5409.

ON THE LONDON MONEY MARKET, interest rates were stable on New Year's Eve as the trading slowed before the holiday. The three-months interbank rate was unchanged at 14.14 per cent.

In the cash market, the Bank of England forecast a credit shortage of £600m, which was later revised to £800m, and compared with total assistance of £579m.

During the morning the Bank bought £223m of bills in band 1 at 13% per cent. After lunch it purchased a further £246m of bank bills, of which £40m were in band 1 at 13% per cent and the remainder in band 2 at 13%. Late assistance of £16m was provided.

The dollar closed lower at DM1.4950 from DM1.4975; to \$1.2769 from \$1.2750; and at FF75.0875 from FF75.0975; but higher at Y135.65 from Y135.65.

Commercial rates took the end of London trading. Six-month forward dollar 5.12-5.02cops. 12 month 8.75-8.50cops.

Forward premiums and discounts apply to the US dollar and to individual currency.

**DOLLAR SPOT - FORWARD AGAINST THE DOLLAR**

Dec 31	Day's spread	Close	One month	%	Three months	%
UK	1.9150	1.9205	1.9075	0.52	2.07-2.08m	5.51
Irland	1.7150	1.7185	1.7100	0.50	1.67-1.68m	5.51
Belgium	1.6815	1.6820	1.6810	0.50	1.67-1.68m	5.51
Germany	5.7750	5.8000	5.7900	0.50	5.80-5.81m	5.51
Denmark	1.9750	1.9800	1.9750	0.50	1.98-1.99m	5.51
Switzerland	1.3415	1.3420	1.3410	0.50	1.34-1.35m	5.51
Italy	9.4010	9.4100	9.4050	0.50	9.40-9.41m	5.51
Spain	1.1275	1.1280	1.1270	0.50	1.12-1.13m	5.51
Portugal	2.0025	2.0200	2.0020	0.50	2.00-2.01m	5.51
Sweden	5.6200	5.6200	5.6200	0.50	5.62-5.63m	5.51
Australia	10.5250	10.5250	10.5250	0.50	10.52-10.53m	5.51
Switzerland	1.2720	1.2700	1.2695	0.50	1.27-1.28m	5.51
Canada	1.3450	1.3470	1.3465	0.50	1.34-1.35m	5.51

Commercial rates taken towards the end of London trading. Six-month forward dollar 5.12-5.02cops. 12 month 8.75-8.50cops.

Forward premiums and discounts apply to the US dollar and to individual currency.

**STERLING INDEX**

Dec 31	Day's spread	Close	Previous Close
1 month	1.12-1.09m	1.0900	1.12-1.09m
3 months	1.12-1.09m	1.0900	1.12-1.09m
12 months	1.12-1.09m	1.0900	1.12-1.09m

Forward premiums and discounts apply to the US dollar and to individual currency.

**POUND SPOT - FORWARD AGAINST THE POUND**

Dec 31	Day's spread	Close	One month	%	Three months	%
US	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
UK	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Belgium	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Denmark	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Germany	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Denmark	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Sweden	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Switzerland	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Canada	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Australia	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Spain	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Portugal	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Italy	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Denmark	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Belgium	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Denmark	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Sweden	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Switzerland	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Canada	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Australia	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Spain	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
Portugal	1.1510	1.1525	1.1505	0.50	1.15-1.16m	5.51
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Denmark	1.1510	1.1525	1.1505	0.50</		

## WORLD STOCK MARKETS

AUSTRALIA		FRANCE (continued)		GERMANY (continued)		ITALY (continued)		SWEDEN		NETHERLANDS		CANADA		
December 28	Stock	Dec.	Stock	Dec.	Stock	Dec.	Stock	Dec.	Stock	Dec.	Stock	Dec.	Stock	
Alcoa Alumina	5,900	+15	BAW (Bt)	303	+1	AGA B Free	270	—	57000 TCC Govt	551	0	3201 Seargeant	5102	107 1/2 102
Credit Agricole	15,000	-500	Do. Grcs	600	+13	Agfa B Free	270	—	2300 Cominet	321	0	160 Sears Can	510	10 10
Ente Alimentari	1,250	-10	Banque	245	+15	Agfa A Free	495	—	1140 MDC A	515	147	162 Shell Can	527	37 37
Ente Coop	1,000	-20	CFAO	425	+27	Alfa S.p.A.	1754	-18	1140 MDC B	514	147	34600 Sovra	40	22 25 3
Ente Mkt	8,500	-10	CFI	205	+11	Alfa S.p.A.	18,900	-60	2400 Cusumano	320	200	4700 Southern	518	18 18 4
Ente Prez	1,400	+93	CFI Packaging	94.9	+11	Alfa S.p.A.	27,500	-20	12500 Commerz	313	200	1700 Spec Aero	511	10 10 10
Ente Re	1,250	-10	Caisse	150	+10	Alfa S.p.A.	27,500	-20	12500 Commerz A	313	200	34600 Tech B	512	12 12 4
Ente Stato	1,250	-10	Calcaire	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz B	313	200	34600 Tech C	512	20 20 4
Ente Stato	1,250	-10	Capitol	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz C	313	200	34600 Tech D	512	20 20 4
Ente Stato	1,250	-10	Carrefour	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz D	313	200	34600 Tech E	512	20 20 4
Ente Stato	1,250	-10	Castrol	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz E	313	200	34600 Tech F	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz F	313	200	34600 Tech G	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz G	313	200	34600 Tech H	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz H	313	200	34600 Tech I	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz I	313	200	34600 Tech J	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz J	313	200	34600 Tech K	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz K	313	200	34600 Tech L	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz L	313	200	34600 Tech M	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz M	313	200	34600 Tech N	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz N	313	200	34600 Tech O	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz O	313	200	34600 Tech P	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz P	313	200	34600 Tech Q	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz Q	313	200	34600 Tech R	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz R	313	200	34600 Tech S	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz S	313	200	34600 Tech T	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz T	313	200	34600 Tech U	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz U	313	200	34600 Tech V	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz V	313	200	34600 Tech W	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz W	313	200	34600 Tech X	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz X	313	200	34600 Tech Y	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz Y	313	200	34600 Tech Z	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz Z	313	200	34600 Tech A	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz A	313	200	34600 Tech B	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz B	313	200	34600 Tech C	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz C	313	200	34600 Tech D	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz D	313	200	34600 Tech E	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz E	313	200	34600 Tech F	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz F	313	200	34600 Tech G	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz G	313	200	34600 Tech H	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz H	313	200	34600 Tech I	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz I	313	200	34600 Tech J	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz J	313	200	34600 Tech K	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz K	313	200	34600 Tech L	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz L	313	200	34600 Tech M	512	20 20 4
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Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz O	313	200	34600 Tech P	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz P	313	200	34600 Tech Q	512	20 20 4
Ente Stato	1,250	-10	Catena	1,200	+15	Alfa S.p.A.	27,500	-20	12500 Commerz Q	313	200	346		

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

*App. prices December 31*



## AMERICA

## Move to the heavyweights underpins Dow in 1990

## Wall Street

US STOCK markets finished 1990 showing their worst annual performance since 1981, when America last went into recession, writes Martin Dickson in New York.

In a token final day of trading, the Dow Jones Industrial Average closed on New Year's Eve at 303.66, down 4.45 per cent on the day but down 4.3 per cent for the year. The broader Standard and Poor's 500 closed at 330.23, up 1.51 on the day but down 5.6 per cent on the year. The Nasdaq composite index ended the day up 1.84 at 373.84.

The Dow's better performance over the year underlines a move by investors into large capitalisation stocks in consumer industries such as food, drink and health care ahead of recession.

A late rally on Monday took the lead index out of narrow losses on the day and on the New York Stock Exchange advances outnumbered declines by 1024 to 570. Volume was a thin 11m shares, with many investors leaving offices early for new year celebrations and others made cautious by continuing worries of war in the Middle East.

Although the Dow ended the year 366 points down from the all-time peak it reached last summer, the index has rallied by some 250 points from the low point it reached in October during a serious bout of Middle East jitters.

In the bond market, US Treasuries closed at the high end of the trading range, with the benchmark 30 per cent 30-year issue ending at 105.15, up 1.4 to yield 8.34. At the short end, the yield two year notes were up 1.4

at 100 to yield 7.13.

The rise was due mainly to hopes that the European Community's initiative to break the diplomatic deadlock in the Middle East might persuade Iraq to leave Kuwait before the January 15 United Nations deadline.

The Federal Reserve added liquidity to the banking system with an unexpected announcement of two-day system repurchase agreements, but this was seen as a technical move to smooth out year-end funding pressures and the key Fed Funds rate is expected to trade today at the central bank's perceived target rate of 7 per cent.

Among the most active stocks were Citicorp, the largest of the New York money centre banks, which faces mounting problems in its loan portfolio. But after a morning dip it closed at \$124, unchanged from Friday.

Canada

TORONTO closed the New Year's Eve session higher after very light trading. An analyst commented that a lot of money is on the sidelines, awaiting the January 15 deadline for Iraqi withdrawal from Kuwait.

The composite index moved up 19.3 to 2,256.7, leaving it down 18 per cent for the year, but 106 points better over the month of December. Advances outnumbered declines by 310 to 165 on volume of 9.5m shares, against Friday's 10.1m.

The reasons for last year's crash are well understood: sharply higher interest rates; a tougher monetary policy by a concerned Bank of Canada; and a sudden loss of confidence by previously bullish brokers, who were surprised by their inability to talk the market up.

Then there were the problems at Japanese banks, as their equity

lending slowed as their equity

assets diminished, putting an end to the era of easy money. The liquidity squeeze affected volume and that, in turn, meant lower profits for the brokers. Average daily volume in November came to 313m shares, the lowest since January 1986, and 67 per cent less

than in the same month in 1989.

All 26 Topix sectors turned down last year, with marine and land transportation – hit by the rise in oil prices – and real estate falling by more than 50 per cent on the year.

The property sector was hit by softening land prices, higher interest rates and tax reforms. Tighter controls on

relative to the stock market, at least until the Christmas period. Nintendo's share price shot up during the summer, more than doubling from the beginning of the year to its all-time high of Y34,300 in October.

While the issue finished the year more than 28 per cent higher, the steep rise in the price of the issue has recently

driven investors away, and the shares closed at Y18,500 on Friday. Company officials last week announced plans to lower its stock trading unit to 100 shares from the present 1,000.

Worries over recession in the US have also depressed Nintendo's shares. Mr Nizam Hamid at UBS Phillips & Drew predicts a sharp drop in the company's profits well

## Submerged Tokyo revives 1950 memories

Japanese share prices have seen their worst decline in 40 years, says Emiko Terazono

A YEAR AGO, the Japanese stock market had reached dizzy record heights, and the enthusiasm that pushed prices to their peak had also inspired otherwise sober stock market analysts to predict that the Nikkei

index would be released today, is expected to follow a further low reading, indicating that the recessionary forces are still gathering. On Friday, the first important economic data for December, the employment figures, are expected to point to another month of substantial decline in non-farm payrolls.

The reality has been different. For the first time in 13 years, Tokyo has ended the year lower, as the Nikkei average closed limply on Friday at 23,847.1, with predictions for this year qualified by the prospect of a Gulf war and slowing economic growth.

The Tokyo market, down by as much as 48 per cent on 1990 in October, has not seen such staggering falls in 40 years, since the Nikkei average plunged 51.8 per cent during 1950. The market was hit then by deflation.

The reasons for last year's crash are well understood: sharply higher interest rates; a tougher monetary policy by a concerned Bank of Japan; and a sudden loss of confidence by previously bullish brokers, who were surprised by their inability to talk the market up.

Then there were the problems at Japanese banks, as their equity

lending and softening real demand forced smaller real estate companies to offer land, and a number of small companies with a high exposure to property investments have faced bankruptcy.

On the bright side, game

manufacturers performed well

driven investors away, and the shares closed at Y18,500 on Friday. Company officials last week announced plans to lower its stock trading unit to 100 shares from the present 1,000.

Worries over recession in the US have also depressed Nintendo's shares. Mr Nizam Hamid at UBS Phillips & Drew predicts a sharp drop in the company's profits well

into the market was focusing on forecasts for the course of the Japanese economy and interest rates in 1991. Economic growth is officially predicted to grow 3.8 per cent this year, down from 5.2 per cent last year. Corporate profits are expected to decline sharply, with some pessimists predicting a 15 per cent decline.

Most analysts seem to be gloomy about stock prices this year. Mr Jason James at James Capel sees lower corporate profits and lower bond yields having a significant effect on stock prices, and predicts the market will fluctuate around 26,000 on the Nikkei.

Mr Jonathan MacLure at Schroder Securities sees the market testing the 20,000 level, and does not see the Nikkei average going above 25,000.

But some put their confidence in the Tokyo stock market. Mr Christopher Mitchinson at Salomon Brothers International believes that, with foreign investors acting as catalysts to support equity prices, the Nikkei will recover to 28,000 by mid-year.

"Investors in the US are underweight in Japanese equities and are looking to reallocate their assets," he says.

When trading closed on Friday, the market was focusing on forecasts for the course of the Japanese economy and interest rates in 1991. Economic growth is officially predicted to grow 3.8 per cent this year, down from 5.2 per cent last year. Corporate profits are expected to decline sharply, with some pessimists predicting a 15 per cent decline.

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